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IDENTIFIERS *ERIC

ABSTRACT

A collection of approximately 75 abstracts relating to the issues of faculty reduction and layoff is presented, based on a 1981 computer search of the ERIC database. ERIC abstracts included are most likely to be of value to planners facing the prospect of faculty reduction; they provide a beginning ERIC reference source of background material related to reduction planning. The materials cover the period 1971-1981, and include the following types of publications: research reviews, essays, directories, bibliographies, journal articles, program descriptions, historical materials, guides, and research reports. Nine topics of interest represented by the publications are as follows: overviews of the issues involved in faculty reduction and summaries of the problem; ideas on alternatives to avoid layoffs; guidelines regarding standards and procedures to be used in faculty reduction; legal considerations and standards affecting faculty layoffs; political considerations and the reduction process; information needs and planning tools; guidelines for the establishment of an appropriate planning process; overviews of the issues of faculty reduction for particular types of institutions; and general information and collective bargaining agreements. Index terms (descriptors) and bibliographic information are included. (SW)

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HE015 167

FACULTY LAYOFF LITERATURE AVAILABLE THROUGH ERIC

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Introduction

This material provides summaries of ERIC documents relating to the issues of faculty reduction and layoff. It is taken from a computer search of the ERIC data base performed by the Clearinghouse on Higher Education in August of 1981. The search was conducted in order to provide background for a summary of faculty reduction literature being prepared for the AAUA-ERIC/Higher Education Administrator's Update series.

The search provided a collected set of valuable sources. Summaries of those most likely to be of value to planners facing the prospect of faculty reduction are shared here in order to provide a single beginning ERIC reference source of background material related to reduction planning.

It is possible to identify nine separate topics of interest in examining the literature of faculty reduction. The document summaries outlined here are grouped according to the topic which they most directly address. The nine areas are:

1. Overviews of the Issues Involved in Faculty Reduction and Summaries of the Problem;
2. Ideas on Alternatives to Avoid Layoffs;
3. Guidelines Regarding Standards and Procedures to be Used in Faculty Reduction;
4. Legal Considerations and Standards Affecting Faculty Layoffs;
5. Political Considerations in the Reduction Process;
6. Information Needs and Planning Tools;
7. Guidelines for the Establishment of an Appropriate Planning Process;
8. Overviews of the Issues of Faculty Reduction for Particular Types of Institutions; and
9. General Information and Collective Bargaining Agreements

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ED187220 HE012669
Professional Management and Academic Planning: Some Recent Considerations. AAHE-ERIC/Higher Education Research Currents, May 1980.
Linney, Thomas J.
American Association for Higher Education, Washington, D.C.; ERIC Clearinghouse on Higher Education, Washington, D.C.
May 1980 5p.
Sponsoring Agency: National Inst. of Education (DHEW), Washington, D.C.
Contract No.: 400-77-0073
Available from: Publications Department, American Association for Higher Education, Suite 780, One Dupont Circle, Washington, DC 20036 ($0.40)
EDRS Price - MF01/PC01 Plus Postage.
Language: English
Document Type: ERIC PRODUCT (071); REVIEW LITERATURE (070)
Geographic Source: U.S.; District of Columbia
Journal Announcement: RIEOCT80
The increasing complexity of management and planning within institutions of higher education has fostered the development of more sophisticated theories of management in higher education. Such complexity has also encouraged the development of a number of academic planning tools and models to aid administrators in management through access to data and projections of the consequences of their decisions. The use of such models and the need for increasingly sophisticated planning seem bound to increase if institutional vitality is to be insured in a period of reduced resources. Such management complexity increases the specialized skills required to manage institutions and seems likely to result in additional conflicts between administrators and faculty over governance issues. Academic planning does not produce solutions to all the problems that confront institutions, especially those that relate to social issues such as access and sexual equality. Yet by understanding the complexities of academic management and by the ability of academic planning to provide a means for the development of incremental change reflecting the concerns of the university community, an arena for the resolution of conflict within the university can be established. It is toward such ends that academic planning and academic management must strive. (Author/MSE)
Descriptors: Administrators; *College Administration; College Faculty; *College Planning; Conflict Resolution; Cost Effectiveness; *Decision Making; Enrollment Projections; Governance; *Higher Education; *Long Range Planning; Management Systems; Models; Prediction; Productivity; Retrenchment

ED187160# HE012264
Disorders in Higher Education.
Walton, Clarence C.; Bolman, Frederick deW.
Columbia Univ., New York, N.Y.
Apr 1979 219p.; Papers presented at the American Assembly (56th, Arden House, Harriman, NY, March 29-April 1, 1979). For related document see HE 012 268.
Available from: Prentice Hall, Inc., Englewood Cliffs, NJ ($5.95)
Document Not Available from EDRS.
Language: English
Document Type: POSITION PAPER (120); CONFERENCE PROCEEDINGS (021)
Geographic Source: U.S.; New York
Journal Announcement: RIEOCT80
Conditions affecting the moral and intellectual integrity of American colleges and universities are discussed in a series of papers collected from the 56th American Assembly on "The Integrity of Higher Education." An erosion of public confidence in higher education is noted and it is suggested that the expectations of higher education have not been met by the institutions. Declining enrollments, financial constraints, and increasing government regulations have compounded the problem of demoralization within higher education and demand that the situation be remedied. Papers included are: Not in Our Stars (Frederick deW. Bolman); The Money Crunch: A Financial Analysis (Richard E. Anderson); The Power of Government (Carl Kaysen); The University and Special Interest Groups (Lloyd H. Elliott); Governance and Administration of the University (Richard M. Cyert); Faculty Ethics in Academic Depression (Roy E. Licklider); The Integrity of the Student: A Normative Approach (Willard F. Enteman); The Curriculum (Elizabeth T. Kennan); Reflections (or Fantasies?) on the University (Clarence C. Walton). (SF)
Descriptors: College Administration; College Curriculum; *College Environment; College Faculty; Curriculum Design; Educational Economics; *Educational Quality; *Ethics; *Futures (of Society); Governance; Government Role; Government School Relationship; *Higher Education; Institutional Characteristics; Integrity; Liberal Arts; Retrenchment; Student Characteristics; *Values

ED181832 HE012252

Research Excellence Through the Year 2000. The Importance of Maintaining a Flow of New Faculty into Academic Research. A Report with Recommendations of the Committee on Continuity in Academic Research Performance.

National Academy of Sciences - National Research Council, Washington, D.C. Commission on Human Resources.

1979 245p.

Contract No.: SRS79-13501

Available from: Office of Publications, National Academy of Sciences, 2100 Constitution Avenue, N.W., Washington, DC 20418

EDRS Price - MF01 Plus Postage. PC Not Available from EDRS.

Language: English

Document Type: PROJECT DESCRIPTION (141); POSITION PAPER (120)

Geographic Source: U.S.; District of Columbia

Journal Announcement: RIEJUN80

Recent and anticipated declines in openings for new science and engineering faculty are examined, along with recommendations for national policies to counteract this. It is suggested that the decline stems from two key sources: an absence of growth in total faculty size, and low rates of retirement among present tenured faculty. The extent of the expected shortfall in hiring differs considerably by field. Some fields (such as physics) already have an accumulated hiring shortfall of several years duration. In others a shortfall is just emerging, and in still others significant reductions in hiring new faculty may not emerge at all. Faculty age, retirement rate, and enrollment projections are also discussed as they relate to the expected shortage in new faculty openings. It is suggested that damage to the nation's research effort is likely to result from the expected constriction in the flow of new faculty for three reasons: (1) the rate of research innovation, the inflow of new ideas, and the vitality of the research environment will be impaired; (2) continuity in the education and socialization of succeeding generations of researchers will be threatened; and (3) the perceived lack of opportunities for an academic career may discourage able and creative young people from pursuing careers in basic scientific research. To ensure an adequate flow of new faculty into research producing universities and to foster the research efforts of outstanding present faculty, it is recommended that the National Science Foundation establish a program of research excellence awards. The specifics of this program are detailed. (SF)

Descriptors: Career Choice; *Career Opportunities; *College Faculty; Doctoral Degrees; Educational Quality; Engineering; Federal Aid; *Futures (of Society); Government Role; Higher Education; Position Papers; Research and Development Centers; *Researchers; *Research Opportunities; Retirement; Retrenchment; *Scientific Research

Identifiers: National Science Foundation

ED181811# HE012216

Surviving the Eighties. Strategies and Procedures for Solving Fiscal and Enrollment Problems.

Mayhew, Lewis B.

1979 350p.

Available from: Jossey-Bass, Inc., 433 California Street, San Francisco, CA 94104 ($13.95)

Document Not Available from EDRS.

Language: English

Document Type: BOOK (010); POSITION PAPER (120); NON CLASSROOM MATERIAL (055)

Geographic Source: U.S.

Journal Announcement: RIEJUN80

The survival of higher education institutions is addressed in this book. Strategies and procedures for assuring institutional vitality are outlined, based on the author's 30 years of studying and advising colleges and universities in various states of financial health. The major components of institutional vitality are enumerated, including a well-defined educational mission and clientele, unified administrative leadership, and vigorous cost control. Identified are those institutions in greatest danger, such as privately-supported colleges lacking a distinctive purpose and identity. Chapters discuss such topics as: improving administrative structures, policies, and leadership; management systems for handling crisis and development; anticipating and planning for the future; defining educational mission; enrollment improvement; faculty performance and cost; and implementing survival strategies. A reading list is provided at the end of each chapter for in-depth study. Avoiding error is offered as the best remedy for future ails, best accomplished by having adequate consultants and administrators keenly aware of all the functions of the higher education system. An appendix offers suggestions for increasing income. Also provided are additional references and an index. (LC)

Descriptors: Administrator Responsibility; *College Planning; College Role; Cost Effectiveness; *Declining Enrollment; Educational Assessment; Educational Objectives; *Educational Strategies; Enrollment Influences; Faculty College Relationship; *Financial Problems; Futures (of Society); *Higher Education; Organizational Effectiveness; Resource Allocation; *Retrenchment; Trend Analysis

Identifiers: Financial Indicators; *Institutional Survival

ED169820 HE011181
Corporate Management Invades Academe.
Nielsen, Robert M.
American Federation of Teachers, Washington, D.C.
.7198. 17p.; Appeared in "U.S. News and World Report" article, "In More and More Colleges, Professors Join the Unions," September 10, 1973
Available from: American Federation of Teachers, 11 Dupont Circle, N.W., Washington, DC 20036 (Item no. 617, single copy $.20, $25.00 for 100)
EDRS Price - MF01/PC01 Plus Postage.
Language: English
Document Type: POSITION PAPER (120); REVIEW LITERATURE (070); DIRECTORY (132)
Geographic Source: U.S.; District of Columbia
Journal Announcement: RIESEP79
Measures taken to cut costs at the expense of the faculty and the loss in academic quality are shown to be part of a well-organized plan being adopted throughout higher education. Problems have arisen from the activities of the private or semi-private corporate consulting organization in higher education. Taken as a whole, the uncritical use of business principles has led to sets of recommendations and proposals that threaten the future of higher education. Often these firms provide public relations assistance to force the acceptance of predetermined changes in policies. The total absence of considering the concept of quality or the purposes of higher education is the worst aspect of this management trend. References are made to the recommendations of specific consulting firms. The issues involved in the serious shortage of jobs and proposals for tenure quotas are considered. Although such factors as the shortage of public funds have affected higher education, much of the present state of affairs is due to lack of fiscal responsibility on the part of management. Faculty members need to change their position of powerlessness when acting individually through collective bargaining and unionization. (SW)
Descriptors: Change Strategies; *Collective Bargaining; *College Administration; *College Faculty; *Consultants; Decision Making; Directories; Educational Finance; Educational Quality; Faculty College Relationship; Faculty Organizations; Financial Problems; Governance; *Higher Education; *Organizational Effectiveness; Power Structure; Quotas; Retrenchment; State of the Art Reviews; Teaching Conditions; Tenure; *Trend Analysis; Unions

ED168421 HE011126
Retrenchment Review.
Bieschke, Suzanne M.
California Univ., San Diego. Planning Office.
Sep 1978 77p.
Available from: Planning Office, University of California, San Diego, CA
EDRS Price - MF01/PC04 Plus Postage.
Language: English
Document Type: REVIEW LITERATURE (070); BIBLIOGRAPHY (131); NON CLASSROOM MATERIAL (055)
Geographic Source: U.S.; California
Journal Announcement: RIEAUG79
This review of retrenchment in higher education covers background information, basic concerns, suggestions for making cuts, and lessons learned from experience. Contents concern financial pressures, enrollments, faculty relations during retrenchment, services and programs during retrenchment, administration during retrenchment, and case histories of retrenchment action at specific colleges and universities. Specific topics include: enrollment trends and projections, attrition and retention, faculty development, faculty turnover and tenure ratios, alternatives to tenure, collective bargaining, student/faculty ratios, faculty reduction, student services administration, zero-based budgeting, the decision-making process during retrenchment, public funds, tuition, external funds, and operations. Some important steps that higher education institutions should take to prepare for retrenchment are suggested. Extensive notes and a bibliography are included. (SW)
Descriptors: Ancillary School Services; *Budgeting; Case Studies; *College Administration; College Faculty; *Educational Finance; Enrollment Trends; Expenditures; *Financial Problems; *Higher Education; *Retrenchment; School Funds; State of the Art Reviews

EJ232409 HE513305
Experience with Proposition 13 and Other Retrenchment Conditions.
Bouchard, Donald A.
Journal of the College and University Personnel Association, v31 n1 p61-65 Spr 1980
Language: English
Document Type: JOURNAL ARTICLE (080); POSITION PAPER (120)
Declining enrollment and the impact of Proposition 13 are discussed in regard to retrenchment and retention rates. It is suggested that higher education establish meaningful communication and affirmative programming to lessen the effects of retrenchment and cut-backs. (Author/LC)
Descriptors: College Administration; *College Faculty; *Declining Enrollment; *Higher Education; Long Range Planning; Resource Allocation; Retirement; *Retrenchment; *Tax Effort
Identifiers: *California; *Proposition 13

ED192703 HE013191
Faculty Morale and Career Choice in the 1980's.
West, David A.
28 Oct 1980 6p.
EDRS Price - MF01/PC01 Plus Postage.
Language: English
Document Type: PROJECT DESCRIPTION (141)
Geographic Source: U.S.; Missouri
Journal Announcement: RIEFEB81

Midcareer change programs and alternatives for early retirement for college faculty are considered based on the current situation of declining or stable student enrollments, diminished faculty mobility, and increased numbers of tenured faculty. Midcareer change programs fall into two general categories: (1) retraining programs designed to enable faculty members to move from their current disciplines or specialties into other areas with newer and/or greater student demand; and (2) faculty internships and fellowships in private industry or government for a summer or year. Most early retirement programs are relatively unsuccessful, but one includes a reversible component enabling faculty members to try partial retirement with the option of reacquiring full-time faculty status if they determine that early retirement was premature. Three alternatives exist: (1) provision of direct front-end cash settlement before the age of mandatory retirement (i.e., to buy up a faculty member's contract with full or partial payment; (2) provision of early annuity programs, either individual or group-based and with or without partial employment; and (3) the reversible early retirement program. The effects of these options on faculty morale in times of retrenchment are considered. (SW)

Descriptors: *Career Change; *College Faculty; Employment Opportunities; *Faculty Fellowships; Higher Education; Retraining; Retrenchment; *Teacher Employment; *Teacher Morale; *Teacher Retirement
Identifiers: *Early Retirement

EJ166251 HE509199
No Progress This Year: Report on the Economic Status of the Profession, 1976-1977
AAUP Bulletin, 63, 3, 146-228 1977
Reprint Available (See p. vii): UMI
Language: ENGLISH

The economic status is dominated by the struggle to maintain faculty compensation in the face of continuing inflation, leveling enrollments, and constant or shrinking sources of non-tuition income for colleges and universities. This report is based on data from 2,600 campuses covering the compensation and tenure status of about 360,000 full-time faculty members. (Author/LBH)

Descriptors: Academic Rank (Professional); *College Faculty; *Economic Status; Fringe Benefits; *Higher Education; *National Surveys; Retrenchment; *Salaries; Salary Wage Differentials; Seniority; *Statistical Data

EJ232412 HE513308
Faculty and Academic Responsiveness in a Period of Decline: An Organizational Perspective.
Peterson, Marvin W.
Journal of the College and University Personnel Association, v31 n1 p95-104 Spr 1980
Language: English
Document Type: JOURNAL ARTICLE (080); POSITION PAPER (120); NON-CLASSROOM MATERIAL (055)

The importance of maintaining the moral and institutional loyalty of remaining faculty during a period of retrenchment is discussed. Areas discussed are institutional perspective, decline strategy, slack resources and priorities, program reviews and planning, and professional development. (Author/LC)

Descriptors: *College Faculty; *Faculty College Relationship; Faculty Mobility; *Job Layoff; *Organizational Climate; *Retrenchment; Teacher Administrator Relationship; Teacher Alienation; *Teacher Attitudes; Teacher Morale

EJ239029 HE513780
Beyond Survival: Policies for Academic Revitalization in an Uncertain Environment.
Fleming, Thomas
Canadian Journal of Higher Education, v10 n2 p103-115 1980
Reprint: UMI
Language: English
Document Type: JOURNAL ARTICLE (080); HISTORICAL MATERIAL (060); POSITION PAPER (120)

Educational developments since 1945 are described, particularly those influencing the present climate of adversity, and ways these historical forces have altered the complexion of university governance are explored. Six policies are offered for promoting institutional renewal in Canada through the regeneration of the teaching/research force. (Author/MLW)

Descriptors: College Administration; *College Faculty; Educational Change; *Educational History; Educational Policy; Educational Trends; Faculty Development; *Governance; *Higher Education; Retraining; *Retrenchment
Identifiers: *Canada; *Institutional Renewal

Part 2: Ideas on Alternatives to Avoid Layoffs

ED195197 HE013300
Freeing the "Stuck" and Aiding the Terminated: Expanding the Career Horizons of Tenured College Professors.
Schurr, George M.
Delaware Univ., Dover. Center for the Study of Values.
Jan 1980 91p.; Not available in paper copy due to marginal legibility of original document.
Sponsoring Agency: Ford Foundation, New York, N.Y.
EDRS Price - MF01 Plus Postage. PC Not Available from EDRS.
Language: English
Document Type: PROJECT DESCRIPTION (141); POSITION PAPER (120)
Geographic Source: U.S.; Delaware
Journal Announcement: RIEAPR81
A project was undertaken to determine whether there are any nationally significant programs or projects dealing with the emerging problem of tenured faculty needing or wanting to reevaluate their careers and economic situations. Various approaches are described, with examples given. A section about on-campus approaches looks at the environment of individual campuses and the kinds of institutional policies and procedures used to address the issue. Interinstitutional programs are examined in terms of consortia and state systems, and internship and exchange programs. A section on extramural strategies, not officially sanctioned or planned, reviews consciousness-raising efforts, information dissemination by publications and career libraries, workshops, and emergency measures and planning programs for faculty already terminated. Among the recommendations made is a proposal for financial "annual prizes" to reward institutions for development of renewal programs. It is concluded that priorities for immediate action should include an emergency program for terminated faculty, a publication program of faculty career futures, and a program to develop and disseminate model institutional personnel policies. Appendices include a sample faculty interview form and policies, program outlines, and notes on faculty termination for Loyola University of Chicago, Southern Methodist University, Hampden-Sydney College (Virginia), and the California State University and Colleges. (MSE)
Descriptors: Administrative Policy; *Career Change; *Career Planning; *College Faculty; Faculty College Relationship; Higher Education; Professional Development; Program Descriptions; Program Development; *Reduction in Force; Retrenchment; *Teacher Dismissal
Identifiers: California State University and Colleges; Hampden Sydney College VA; Loyola University IL; Southern Methodist University TX

ED180418 HE012196
Faculty Retraining. Final Report of the Faculty Retraining Project. State University of New York.
Neff, Charles B.; Nyquist, Thomas E.
State Univ. of New York, Albany.
Nov 1979 73p.
Sponsoring Agency: Fund for the Improvement of Postsecondary Education (DHEW), Washington, D.C.
Grant No.: G007603839
Available from: SUNY Faculty Retraining Program, State University of New York, State University Plaza, Albany, NY 12246
EDRS Price - MF01/PC03 Plus Postage.
Language: English
Document Type: PROJECT DESCRIPTION (141); DIRECTORY (132); NON CLASSROOM MATERIAL (055)
Geographic Source: U.S.; New York
Journal Announcement: RIEMAY80
Government: State
The State University of New York Program on Faculty Retraining is described. Retraining is defined as preparation to move from one academic field to another or from one subfield of a discipline to another. It is distinguished from faculty development, involving the acquisition of new skills or knowledge applicable to one's ongoing responsibilities. Faculty retraining is viewed as an opportunity for faculty in areas of low and declining enrollments to retrain in related or subdisciplines of growing or high enrollment. The Retraining Program has attracted faculty ranging in age from 28 to 58 from various professional and degree levels. The costs and funding procedures for the program are examined as well as application and acceptance process. Evaluations from administrators of participating campuses, and from faculty who have completed retraining indicate that the process has provided additional flexibility to colleges and universities confronted by the economics of retrenchment, declining enrollment, and high tenure ratios. It is suggested that retraining is most successful where clear guidelines are established at the outset, where it satisfies both the personal needs of faculty and institution, and where there is a good fit between the extent of career change and the length of the retraining program. Some sample questionnaires are included. Appended are guidelines for application, names of participating SUNY campuses, host campuses for retraining, faculty retraining grants awarded, a statistical summary, an outside evaluation, and articles and papers on the SUNY Retraining Program. (Author/SF)
Descriptors: *Career Change; *College Faculty; Declining Enrollment; Educational Programs; *Faculty Development; Financial Support; Grants; Guidelines; Higher Education; *Inservice Education; Professional Training; Retrenchment; *State Universities; Success; Tenure
Identifiers: *Faculty Retraining; *State University of New York

ED165694 HE010995

Alternatives to Tenure. AAHE-ERIC/Higher Education Research Currents. March 1979.

Linney, Thomas J.

American Association for Higher Education, Washington, D.C.; ERIC Clearinghouse on Higher Education, Washington, D.C.

Mar 1979 6p.; Best copy available

Sponsoring Agency: National Inst. of Education (DHEW), Washington, D.C.

Available from: Publications Department, American Association for Higher Education, One Dupont Circle, Suite 780, Washington, D.C. 20036 ($.40)

EDRS Price - MF01/PC01 Plus Postage.

Language: English

Document Type: BIBLIOGRAPHY (131)

Geographic Source: U.S.; District of Columbia

Journal Announcement: RIEJUN79

An overview of current literature about alternatives and variations to existing concepts of tenure of faculty is presented. Tenure continues the appointment of faculty until retirement unless there is dismissal for adequate cause or unavoidable termination because of financial exigency or change of institutional program. Academic freedom is assured through procedures providing for academic due process in the case of dismissal for cause and economic security is provided by the expectation of continued employment. A combination of demographic changes, judicial decisions, shifts in the college curriculum, and financial restraint in allocation of resources for higher education suggest that this traditional understanding of tenure systems in higher education may change. In future periods of declining enrollments and financial restraint, more tenured faculty will be terminated, with tenure providing small measure of job security. Two major alternatives to tenure are contract systems and modifications combined with traditional tenure systems. There are numerous variations of contracts that replace tenure, but no major university has yet adopted any form of a contract system. Modifications include extension of the probationary period, establishing periodic evaluation of tenured faculty, establishing a nontenure track, and extensive use of part-time faculty appointments. Some major studies that document the concept and process of tenure in American higher education are cited. (SW)

Descriptors: Administrative Change; Change Strategies; *College Faculty; *Contracts; Court Litigation; Higher Education; *Job Layoff; *Personnel Policy; State of the Art Reviews; *Teacher Employment; *Tenure; Trend Analysis

Identifiers: Information Analysis Products

ED160032 HE010499

The Closing System of Academic Employment.

Fincher, Cameron; And Others

Southern Regional Education Board, Atlanta, Ga.

1978 82p.; One of a series of papers commissioned for the 30th anniversary of the Southern Regional Education Board

Available from: Southern Regional Education Board, 130 Sixth St., N.W., Atlanta, Georgia 30313 ($4.00)

EDRS Price - MF01/PC04 Plus Postage.

Language: English

Document Type: RESEARCH REPORT (143)

Geographic Source: U.S.; Georgia

Journal Announcement: RIEFEB79

The trend toward increasingly limited opportunities for careers in colleges and university research, teaching, and service and possible courses of action to deal with the situation are discussed in this collection of papers. The focus is largely on decisions to be made on the individual college or university campus. Responses that the educational administrators can take to cope with the expected over-expansion of academic manpower in relation to the number of positions available include: action for effectiveness in utilization of faculty under so-called steady-state conditions; and steps toward improved adaptation of graduate educational programs, which are the primary source of academic manpower. The following papers are presented: "Demand For New Faculty in the South, 1976-1986," by David S. Spence; "Responding with Quality," by W. Todd Furniss; "Career Options and Program Changes in Graduate Education," by Cameron Fincher; and "Influencing Academic Outcomes: The Power and Impact of Statewide Program Review," by James R. Mingle. Enrollment assumptions on which the demand projections are based are included in the appendix. (SW)

Descriptors: *College Faculty; Educational Planning; *Employment Opportunities; Employment Projections; Graduate Study; Higher Education; Regional Planning; Researchers; *Retrenchment; *Southern Schools; Staff Utilization; Statewide Planning; *Teacher Employment; *Teacher Supply and Demand; Trend Analysis

EJ214539 HE512089
Academic Careers in a Time of Recession.
Small, James M.
Canadian Journal of Higher Education, v9 n3 p63-67 1979
Language: ENGLISH
Document Type: JOURNAL ARTICLE (080); POSITION PAPER (120); GENERAL REPORT (140)
Assumptions about academic staffing in Canadian universities are examined in light of the combined effects of the expansionist 1960s and the depressed 1970s. Six critical issues that require attention in the higher education community are presented for examination, including mid-career alternatives and the need for objective data. (JMF)
Descriptors: *Career Opportunities; *College Faculty; Declining Enrollment; Demography; Enrollment Trends; Faculty Development; *Futures (of Society); *Higher Education; *Retrenchment; *Staff Utilization
Identifiers: *Canada

ED 155416 HE508588
Faculty/Staff Retooling and University Productivity
Sommers, Alexis N.
Journal of the College and University Personnel Association, 28, 1, 1-5 1977
Language: ENGLISH
Employee redevelopment is discussed as a sound, economical investment at New Haven University. It has helped the institution avoid layoffs and terminations by providing tuition support for faculty and staff studying at other institutions. The indirect benefits to the school outweight the direct costs of released time and tuition support. (LBH)
Descriptors: *College Faculty; Cost Effectiveness; *Faculty Development; Higher Education; Job Layoff; *Personnel Policy; *Professional Continuing Education; *Staff Development; Teacher Administrator Relationship; *Tuition
Identifiers: *New Haven University

EJ170198 HE509452
Can You Suggest Workable Alternatives to the Tenure System?
Mazor, Lester; And Others
Change, 9, 12, 53-5 1977
Reprint Available (See p. vii): UMI
Language: ENGLISH
Alternatives to the tenure system include flexible contracts, three-year contracts, a 10-year plan, the ballooning contract, the cyclic system, seven-year evaluations, and the co-op plan. Dialog participants include: Lester Mazor, Jack C. Buckle, W. E. Spellman, Richard Weeks, George Rapp, Vic Doyno, Gus Turbeville, and Arthur C. Gentile. (LBH)
Descriptors: *College Faculty; *Contracts; Financial Problems; Higher Education; Job Layoff; Reduction in Force; *Retrenchment; *Teacher Administrator Relationship; Teacher Dismissal; *Teacher Evaluation; *Tenure

ED176706 HE011883
Institutional Flexibility: The Glassboro State College Flexibility Index.
Tomei, Mario J.
13 Oct 1978 11p.; Paper presented at the Conference of the Northeastern Association for Institutional Research (Pennsylvania State University, Pennsylvania, October 13, 1978); tables may not reproduce well due to light print of original
EDRS Price - MF01/PC01 Plus Postage.
Language: English
Document Type: PROJECT DESCRIPTION (141); CONFERENCE PAPER (150)
Geographic Source: U.S.; New Jersey
Journal Announcement: RIEFEB80
The development of a staff flexibility index at Glassboro State College is presented. It was an outgrowth of retrenchment problems for tenured faculty. Institutional flexibility was defined as the continuing ability of the institution to implement new or modify existing programs, employing a rationale that sees the ability to employ new faculty or redirect present faculty to meet staffing requirements for planned program implementation and development. Projections of faculty for three sets of steady-state conditions--least optimistic, most likely, and most optimistic--were made for a five-year period. Factors that were necessary components of the index were identified and all factors were ranked in one of five categories and assigned a relative weight to reflect the potential flexibility each factor gave to the development of an overall renewal index. Budgetary factors were considered and applied to the analysis. Four implications of the project are outlined, including modification of existing reward structure to encourage voluntary reassignment and the establishment of funds for eight guest lecturers/artists in residence. Three tables outlining the factors under each of the steady-state conditions are included. (PHR)
Descriptors: Academic Rank (Professional); *College Faculty; Declining Enrollment; *Faculty College Relationship; Higher Education; Program Descriptions; Program Development; Quotas; Retrenchment; *Seniority; *Staff Utilization; State Colleges; Tenure; Trend Analysis
Identifiers: *Flexibility Index; *Glassboro State College NJ

ED174075 HE011415

The Impacts of the Faculty Workload Emphasis on Postsecondary Education in the 1980s. AIR Forum 1979 Paper.

Menard, Ralph E.

May 1979 21p.; Paper presented at the Annual Forum of the Association for Institutional Research (19th, San Diego, California, May 13-17, 1979)

EDRS Price - MF01/PC01 Plus Postage.

Language: English

Document Type: CONFERENCE PAPER (150); RESEARCH REPORT (143)

Geographic Source: U.S.; Colorado

Journal Announcement: RIEDEC79

The implications of faculty workload and formula budgeting issues on higher education in the 1980s are discussed. Because of declining enrollments and tight resources it is suggested that state legislative committees in the 1980s will accelerate their requests for faculty workload data related to formulas for the allocations of full-time faculty. Executive Officers of state commissions or state boards of higher education in the United States were surveyed to determine the effect of faculty workloads on appropriations. In more than one-half of the responding states, the survey indicated that faculty workloads would affect appropriations. Impacts of this concern over faculty workloads include: increased state encroachments in academic decisionmaking, reduction of the quantity and quality of research, more state control over what is taught because of the emphasis on student credit-hour production, and an increased unionization of faculties. It is suggested that these impacts could prompt institutions to develop faculty workload formulas as a protection against the use of inadequate workload measures by state committees. (Author/SF)

Descriptors: Budgeting; *College Faculty; College Planning; Conference Reports; *Cost Effectiveness; Enrollment Trends; *Faculty Workload; Higher Education; Legislators; Policy Formation; *Retrenchment; Staff Utilization; State Aid; *States Powers; Statewide Planning; Surveys

Identifiers: *AIR Forum 1979

EJ240752 HE513796

Job Loss: Psychological Response of University Faculty.

Ragland-Sullivan, Ellie; Barglow, Peter

Journal of Higher Education, v52 n1 p45-66 Jan-Feb 1981

Reprint: UMI

Language: English

Document Type: JOURNAL ARTICLE (080); RESEARCH REPORT (143)

The psychological effects of involuntary job loss on untenured professors are documented. Theoretical models, clinical observation, personal letters, and interviews point up the existence of a widespread mourning phenomenon among abruptly terminated academics, a pervasive response that has only been significantly measurable over the last decade. (Author/MLW)

Descriptors: *College Faculty; Doctoral Degrees; Faculty Mobility; Grief; Higher Education; *Job Layoff; *Psychological Patterns; *Psychological Studies; Retrenchment; *Teacher Dismissal; Tenure; *Unemployment

ED140737# HE009043
Academic Tenure in American Higher Education.
Shaw, B. N.
1971 116p.
Available from: Adams Press, 30 W. Washington St., Chicago, Illinois 60602 ($2.45)
Document Not Available from EDRS.
Language: ENGLISH
Document Type: BOOK (010)
Journal Announcement: RIENOV77
A study was conducted in 1969-1970 to determine the policies for the acquisition and termination of academic tenure and the procedures used to implement these policies in state universities and land-grant colleges. Eighty institutions were studied, and the investigation was based on the official publications or statements obtained from them. It is concluded from the results of the study that: (1) policies and procedures vary in degrees of completeness, clarity, and perfection; (2) tenure plans of the institutions are as diverse as American higher education itself; (3) a comparison of the present results with those of previous studies shows improvement in policies and procedures; (4) the rank at which faculty members are eligible for tenure has not changed significantly since earlier studies; (5) probationary periods have not changed significantly since earlier studies; (6) the higher the academic rank, the larger the percentage of tenured faculty; (7) the 30 percent of responses indicating that data are not available shows a serious deficiency in recordkeeping of tenure termination proceedings and faculty dismissals; (8) tenure termination cases are not frequent in these institutions; and (9) the tenure termination rate during the study was higher in some institutions than in others. (MSE)
Descriptors: Administrative Policy; *College Faculty; Job Layoff; *Land Grant Universities; National Surveys; *Personnel Policy; Probationary Period; *State Colleges; *State Universities; *Teacher Dismissal; *Tenure

EJ151661 HE508336
The 1976 AAUP Retrenchment Policy
Furniss, W. Todd
Educational Records, 57, 3, 133-9 1977
Language: ENGLISH
In the view of the ACE Commission on Academic Affairs, the recently adopted revision of Regulation 4 ("Termination of Appointments") of the AAUP do not provide reliable guidance regarding (1) the definition of financial exigency, (2) rule-setting for institutional behavior, and (3) other provisions included in the regulation that could lead to unnecessary and unwelcome problems. Alternative positions are presented. (Editor/LBH)
Descriptors: *Administrative Policy; *College Faculty; Educational Planning; Financial Problems; Higher Education; Legal Problems; Policy Formation; *Professional Associations; *Retrenchment; *Teacher Dismissal; *Tenure
Identifiers: *American Association of University Professors; American Council on Education; Regulation 4; RIR 4

ED174132 HE011524
A Deans' Response to a Review of Procedures & Policies Governing Appointment, Promotion & Tenure in New England Institutions of Higher Education.
Philippi, Harlan A.
New England Teacher Corps Network, Portsmouth, N.H.
May 1979 22p.
Available from: New England Teacher Corps Network, P.O. Box 1065, Portsmouth, NH 03801
EDRS Price - MF01/PC01 Plus Postage.
Language: English
Document Type: POSITION PAPER (120)
Geographic Source: U.S.; New Hampshire
Journal Announcement: RIEDEC79
Statements and documents concerning the criteria and standards used for faculty promotion, retention, and tenure in member institutions were collected by the Deans' Council of the New England Teacher Corps Network. The response presented in this publication is made in the form of a memo to the faculty senate, from the dean of a college of education. It is concluded that as more uniformity in policies, more precision in statements of criteria and standards, and more regulation of practices are sought, there will be a gain in an important efficiency index and in institutional definitions of fairness. However, there is a consequent risk of diminished adaptiveness. In the extreme, both positions are seen as damaging, and are cautioned against. It is suggested that a Professional Equity Compact be used by institutions as a tool for equity in faculty personnel matters. Such a formal document is proposed and would contain a statement of rights, responsibilities, privileges, obligations, objectives, focused interests, and whatever other referents are thought to be important to the individual and the institution for evaluation purposes for a specific period of time. (MSE)
Descriptors: Arbitration; *College Faculty; Efficiency; Essays; Evaluation Criteria; *Faculty College Relationship; *Faculty Evaluation; *Faculty Promotion; Higher Education; Opinions; *Performance Contracts; Personnel Policy; Reduction in Force; Standards; Teacher Dismissal; *Tenure

EJ194373 HE510782
When Tenure Contracts Can't Be Honored.
Ames, Peter John
AGB Reports, v20 n6 p33-40 Nov-Dec 1978
Reprint: UMI
Language: ENGLISH
In time of retrenchment, must the promising, recently tenured instructor be terminated in favor of the veteran sluggard? A procedure based on the principle of "relatively less merit" is described, and rebuttal by Jordan E. Kurland of the AAUP is provided. (Author/LBH)
Descriptors: Administrator Responsibility; *College Faculty; *Contracts; Due Process; Financial Problems; Higher Education; Retrenchment; Teacher Administrator Relationship; *Teacher Dismissal; *Tenure
Identifiers: Teacher Rights

ED195198 HE013303
Institutional Mission and Faculty Development.
Whitcomb, David B.; Beck, Louis L.
1 Dec 1980 16p.; Paper presented at the Annual Meeting of the National Council for Social Studies (New Orleans, LA, December, 1980).
EDRS Price - MF01/PC01 Plus Postage.
Language: English
Document Type: CONFERENCE PAPER (150); PROJECT DESCRIPTION (141)
Geographic Source: U.S.; California
Journal Announcement: RIEAPR81
Faculty development is considered in relation to student needs through instructional development, faculty needs through personal and professional development, and the needs of the institution through a focus on organizational development. Faculty development strategies implemented at California State University, Long Beach, have addressed the need to provide augmented learning for faculty in declining departments to teach part-time in areas of high enrollment, the need for faculty renewal and revitalization, and the need to assist faculty in improving their organizational competence within academic departments and the larger organizational body. One approach to organizational development has been a consultative service to academic departments interested in conducting a departmental self-study. Environmental factors that affect college faculty and the institutions include greater choices available to students and a diversified student body, including adult students. These new environmental forces and changing expectations of colleges lead to the need to reexamine the purposes of the institutions, as well as assisting faculty of declining department to develop secondary teaching areas. Faculty retraining activities at California State University, Long Beach, are noted, and vignettes of faculty are provided as illustrations. The Inter-Campus Faculty Consultation Program for Instructional Improvement is also described. (SW)
Descriptors: *College Faculty; *College Role; Consultation Programs; Declining Enrollment; Departments; *Faculty Development; Higher Education; Individual Development; Inservice Teacher Education; *Instructional Development; *Organizational Development; Retrenchment; State Colleges; Student Characteristics; *Student Needs; Teacher Morale
Identifiers: *California State University Long Beach

EJ136420 HE507591
Financial Exigency
Brown, Ralph S., Jr.
AAUP Bulletin, 61, 4, 5-21 1975
Language: ENGLISH
A member of the American Association of University Professors (AAUP) Committee A presents interpretive discussion of the Committee's 1975 revision of the AAUP "Recommended Institutional Regulations on Academic Freedom and Tenure," Section 4 on Termination of Faculty Appointments Because of Financial Exigency, Discontinuance of a Program or Department, or Medical Reasons. (JT)
Descriptors: *College Faculty; *Higher Education; *Job Layoff; *Legal Problems; Personnel Policy; Policy Formation; Professional Associations; *Tenure
Identifiers: American Association of University Professors; *Financial Exigency

ED152222 HE009837
Tenure and Termination in Financial Exigency. ERIC/Higher Education Research Report No. 3.
Mix, Marjorie C.
George Washington Univ., Washington, D.C. ERIC Clearinghouse on Higher Education.
1978 37p.
Sponsoring Agency: American Association for Higher Education, Washington, D.C.; National Inst. of Education (DHEW), Washington, D.C.
Available from: Publications Department, American Association for Higher Education, One Dupont Circle, Suite 780, Washington, D.C. 20036 ($4.00)
EDRS Price - MF01/PC02 Plus Postage.
Language: ENGLISH
Document Type: BIBLIOGRAPHY (131)
Journal Announcement: RIEAUG78
The protections usually afforded by the courts and institutional custom when a tenured faculty member is dismissed for cause are not available when dismissal is the result of a determination of financial exigency. The courts have not ascertained what constitutes financial exigency, preferring to leave the definition to the governing authority and administration of each institution. The courts have relied on administrators alone to establish procedures for identification of programs and individuals to be affected by the determination of financial exigency. There are two approaches that faculty and administration may take to resolve these problems: the informal method of reaching agreement on the basis of some form of shared authority, and the formal method of including in collective bargaining agreements procedures that provide protection for faculty interests and job security. (Author/MSE)
Descriptors: Collective Bargaining; College Administration; *College Faculty; Conflict Resolution; Contracts; Higher Education; *Job Layoff; Negotiation Agreements; *Reduction in Force; *Retrenchment; *Teacher Dismissal; *Tenure

EJ172033 HE509464
Flexibility in an Age of Zero Growth: A New Type of Faculty Appointment
Mendels, Franklin F.
AAUP Bulletin, 63, 4, 303-5 1977
Reprint Available (See p. vii): UMI
Language: ENGLISH
A method for avoding budgetary problems due to declining student-to-faculty ratios is proposed in which arrangements are made for more interdisciplinary work. Titles of special-status professors in these programs would reflect both a department and subject affiliation, and their mobility would change ratios within departments. (LBH)
Descriptors: *College Faculty; Departments; Higher Education; *Interdisciplinary Approach; *Nontraditional Education; *Retrenchment; Student Teacher Ratio; *Teacher Placement; *Tenure

ED181333 HE012253

Toward Systematic Faculty Evaluation. Regional Spotlight, Vol. 13, No. 2, January, 1980.

Prodgers, Stephen B., Ed.
Southern Regional Education Board, Atlanta, Ga.
Jan 1980 9p.
Available from: Regional Spotlight, Southern Regional Education Board, 130 Sixth Street, N.W., Atlanta, GA 30313
EDRS Price - MF01/PC01 Plus Postage.
Language: English
Document Type: EVALUATIVE REPORT (142); SERIAL (022)
Geographic Source: U.S.; Georgia
Journal Announcement: RIEJUN80

The need for more consistent and comprehensive procedures for evaluating faculty performance is discussed in this newsletter. Declining student enrollments and financial restraints have created a "no growth" climate on campuses and it is suggested that this environment will require a two-thirds drop in the demand for new faculty at a time when the annual supply of Ph.D.s is increasing. Therefore a systematic faculty evaluation procedure is suggested that offers administrators a method of ensuring faculty quality and provides assistance with decisions concerning promotion, salary, tenure, and termination. The use of evaluation for faculty development and instructional improvement is also emphasized. Various techniques utilized by faculty improvement programs are mentioned and the connection between the quality of teaching and improved student learning is examined. Areas of faculty evaluation often include instruction, research, professional growth and development, student advising, university service, community service, administration and management, departmental service, and publications. A model of an evaluation system for assessing individual faculty members is presented. Multiple sources of data are identified for use in faculty evaluation. These include deans, vice-presidents, department chairmen, other faculty, self-evaluation, and students. Several recommendations for developing evaluation procedures are included. (SF)

Descriptors: *College Faculty; *Evaluation Criteria; *Evaluation Methods; Faculty Development; *Faculty Evaluation; Faculty Promotion; Higher Education; *Instructional Improvement; Models; Peer Evaluation; Retrenchment; Self Evaluation; Student Evaluation of Teacher Performance; Teacher Effectiveness; Teacher Supply and Demand; Tenure

EJ190948 JC501723

Community College Faculty and Staff Reduction: Meritocracy or Seniority?

Flickinger, Linda E.
Community/Junior College Research Quarterly, v3 n1 p13-23 Oct-Dec 1978
Reprint: UMI
Language: ENGLISH

Presents responses to a survey of faculty at three Michigan community colleges as to their attitudes about the criteria for staff reduction, in terms of sex, age, length of service, academic field, and whether unionized. Faculty favored a staff reduction plan based on evaluation rather than seniority. (MB)

Descriptors: College Faculty; Community Colleges; *Reduction In Force; *Seniority; Surveys; *Teacher Attitudes; Teacher Characteristics; Teacher Dismissal; *Teacher Evaluation; *Two Year Colleges

ED172698 HE011520

Academic Freedom, Tenure, and Responsibility for Faculty Members in Texas Public Community and Senior Colleges and Universities. Policy Paper 1. Revised Edition.

Texas Coll. and Univ. System, Austin. Coordinating Board.
Jan 1979 18p.
Available from: Coordinating Board, Texas College and University System, LBJ Building, P.O. Box 12788, Austin, TX 78711
EDRS Price - MF01/PC01 Plus Postage.
Language: English
Document Type: NON CLASSROOM MATERIAL (055)
Geographic Source: U.S.; Texas
Journal Announcement: RIENOV79
Government: State

Modifications are presented to a 1967 document that contained recommendations concerning academic freedom, academic responsibility, and tenure for faculty members in Texas public community and senior colleges and universities. The recommended standards constitute patterns or guidelines and are not binding on any institution and may be varied in any respect. Procedures concerning faculty dismissals and nonrenewals of nontenured faculty at the end of the term contract are also covered. The need for written terms of employment, information on due process proceedings in dismissal cases, and the issue of tenure during conditions of financial exigency and the phasing out of programs are addressed in appendices. (SW)

Descriptors: *Academic Freedom; *College Faculty; Community Colleges; Contracts; Due Process; *Educational Responsibility; Guidelines; Higher Education; Retrenchment; *State Colleges; *Teacher Dismissal; *Teacher Responsibility; *Tenure
Identifiers: *Texas

ED099043 JC740484

Reduction in Force. An Analysis of the Policies and their Implementation. Topical Paper No. 48.

Lombardi, John
California Univ., Los Angeles. ERIC Clearinghouse for Junior Coll. Information.
Dec 1974 36p.
Sponsoring Agency: National Inst. of Education (DHEW), Washington, D.C.
Report No.: Topical Pap-48
EDRS Price - MF01/PC02 Plus Postage.
Language: ENGLISH
Document Type: RESEARCH REPORT (143)
Journal Announcement: RIEAPR75

Reduction in force (RIF) policies in community colleges are analyzed. The analysis focuses on the following topics: Regulations on Academic Freedom and Tenure (Gillis, 1971); RIF and Merit; Number of Colleges Involved in RIF; Strategies for Obviating RIF; Need for Carefully Prepared Policies and Procedures; RIF Policies; Faculty Participation; Activating the RIF Process; Seniority: Paramount Criterion for Order of Dismissal; Forms of Seniority; Departmental/Division Seniority; Seniority in Multicampus Systems; Seniority by Academic Rank; Notification of Dismissal; Rights of Dismissed Instructors; Severance Pay; Nontenured and Part-time Instructors; RIF and Affirmative Action; RIF and the Courts; Administrators and Liability for Damages; and Summer and Conclusion. A bibliography is provided. (DB)

Descriptors: *Administrator Responsibility; *College Faculty; *Community Colleges; *Educational Policy; Job Layoff; Postsecondary Education; *Reduction in Force; Research Reports; *Teacher Dismissal; Teacher Supply and Demand; Tenure

EJ225738 HE512931
Dismissing Tenured Faculty: A Proposed Standard.
New York University Law Review, v54 n4 p827-50 Oct 1979
Language: English
Document Type: JOURNAL ARTICLE (080); LEGAL MATERIAL (090); POSITION PAPER (120)
Proposed is a "direct detrimental effect standard" that provides a framework for evaluating substantive grounds for dismissal of tenured faculty. It can be applied for immorality, incompetence, insubordination, financial exigency, and reduction in force. (AVAIL: Fred B. Rothman & Co., 10368 W. Centennial Rd., Littleton, CO 80123, $4.50) (MSE)
Descriptors: *College Faculty; Competence; *Evaluation Criteria; Faculty College Relationship; *Faculty Evaluation; Higher Education; Moral Values; Reduction in Force; Retrenchment; *Standards; Teacher Behavior; *Teacher Dismissal; *Tenure

EJ232425 HE513321
Facing Reductions in Force in Higher Education.
Spiro, George
Journal of the College and University Personnel Association, v31 n2 p18-24 Sum 1980
Language: English
Document Type: JOURNAL ARTICLE (080); POSITION PAPER (120)
Projected enrollment decreases in higher education are seen as raising problems for college administrators, since financial exigency may lead to faculty reductions. To avoid costly litigation, administrators must be certain that the process for a reduction in force spelled out in the collectively bargained contract is absolutely clear. (Author/MLW)
Descriptors: Collective Bargaining; College Administration; *College Faculty; *Court Litigation; Financial Problems; Higher Education; Job Layoff; *Reduction in Force; *Retrenchment; Secondary Education; *Teacher Dismissal
Identifiers: Scheuer vs Creighton University

EJ232411 HE513307
Termination of Faculty due to Financial Exigency.
Holloway, John P.
Journal of the College and University Personnel Association, v31 n1 p84-93 Spr 1980
Language: English
Document Type: JOURNAL ARTICLE (080); LEGAL MATERIAL (090); POSITION PAPER (120)
Recent court cases involving termination of faculty due to financial exigency are summarized. Sections include an introduction, definition, a survey of recent cases, recommendations, conclusions and questions, and a bibliography. (Author/LC)
Descriptors: Administrator Responsibility; *College Faculty; Constitutional Law; *Court Litigation; Faculty College Relationship; Faculty Mobility; *Job Layoff; Legal Responsibility; *Retrenchment; *Teacher Dismissal

EJ151694 HE508369
Economically Necessitated Faculty Dismissals as a Limitation on Academic Freedom
Leder, Charles P.
Denver Law Journal, 52, 911-37 1975
Language: ENGLISH
The response of courts to terminations resulting from a financial crisis threatening a school is analyzed. That response depends, in part, on whether the teacher is asserting the infringement of a constitutional right, such as freedom of expression, or the deprivation without due process of the law of a property interest, such as a statutory or contractual right to employment. (LBH)
Descriptors: *Academic Freedom; College Faculty; *Constitutional Law; Contracts; *Court Litigation; *Due Process; Financial Problems; Higher Education; *Legal Problems; *Retrenchment; *Teacher Dismissal

ED133015 JC770055
Temporary, Contract, or Regular? A Report About Court Cases Involving the Issues of the Status and Pay of Part-Time Faculty in California Community Colleges.
Plosser, William D.; Hammel, Joseph H.
California Community and Junior Coll. Association, Sacramento.
Sep 1976 102p.
Available from: California Community and Junior College Association, 2017 "O" Street, Sacramento, California 95814 ($3.50)
EDRS Price - MF01/PC05 Plus Postage.
Language: ENGLISH
Document Type: RESEARCH REPORT (143)
Journal Announcement: RIEMAY77
This document contains the results of California court decisions in litigation involving the status, or status and pay of part-time faculty in California community colleges. The information in the report was obtained by asking each California community college president and district superintendent to report whether their college or district was, or had been, involved in such litigation. A 100% response revealed sixteen cases involving part-time faculty. One case had been decided by the state Supreme Court, six by Courts of Appeal, four by Superior Courts, and five were pending in Superior Courts. The facts and circumstances of each case, and the significance of the Courts' decisions are presented, with the case reports organized by judicial level. It is not advisable to draw general conclusions from the legal decisions that are described since each case is a unique set of facts and circumstances. It is, however, valuable to recognize which cases have established precedents. It is also clear that Education Code 13337.5 has become the central focus of the preponderant number of cases covered in this report. Attorney general opinions and current case statuses are appended. (JDS)
Descriptors: College Faculty; Community Colleges; *Court Litigation; *Employment Practices; *Job Layoff; Legal Problems; *Part Time Faculty; Teacher Employment; *Tenure; Two Year Colleges
Identifiers: California

EJ179404 HE509996
Financial Exigency: Examination of Recent Cases Involving Layoff of Tenured Faculty
Wilson, James B.
Journal of College and University Law, 4, 3, 187-97 1977
Language: ENGLISH
After a review of court cases and the AAUP statement of financial exigency, it is concluded that the policies and procedures for layoff of tenured faculty should be formulated to assure that at least minimal due process protection for the faculty is provided while permitting the institution flexibility for the decision-making process. (LBH)
Descriptors: *College Faculty; Constitutional Law; *Court Litigation; Decision Making; *Due Process; Financial Problems; Higher Education; *Job Layoff; *Retrenchment; *Tenure
Identifiers: AAUP v Bloomfield College; *Financial Exigency; Johnson v Board of Regents of Univ of Wisconsin System; Levitt v Board of Trustees Nebraska State Coll

ED187285 HE012766
Faculty Evaluation in Higher Education: A Review of Court Cases and Implications for the 1980's.
Balch, Pamela M.
1980 50p.
EDRS Price - MF01/PC02 Plus Postage.
Language: English
Document Type: RESEARCH REPORT (143); NON-CLASSROOM MATERIAL (055)
Geographic Source: U.S.; West Virginia
Journal Announcement: RIEOCT80
A study of purposes, processes, and results of faculty evaluation in higher education looks at court litigation and the criteria used--or not used--in evaluation: student evaluation, peer evaluation, and faculty qualities examined in courts (defamation of character, immorality, overt undesirable behavior, incompetence, lack of qualifications). Methods used by West Virginia in handling faculty evaluation are examined. It is concluded that thorough faculty evaluation will be more important than ever in a period of retrenchment. It is found that the courts have generally taken a hands-off approach to evaluation, or have supported the institutions if they followed appropriate procedures, recognizing the necessity for institutional autonomy in such matters. Guidelines and future considerations for both faculty and administrators are given. It is recommended that faculty maintain good contacts with administrative authority; have a third party present when dealing with a difficult situation with students or administrators; keep written memos and full records; design and use student evaluations; avoid verbal attacks on administrators; keep current on laws, regulations, and policies that might affect the teaching position; and keep out of categories such as "immoral, behaviorally undesirable, or incompetent". It is recommended that administrators: keep aware of policies and regulations; be aware of their roles in carrying out these practices; keep to relevant issues and procedures in evaluation; guarantee that evaluators are competent; maintain communication with faculty; use legal counsel, be consistent, and create an atmosphere of fairness. (MSE)
Descriptors: Administrative Policy; Administrator Attitudes; Administrator Role; *College Faculty; *Court Litigation; *Evaluation Criteria; Evaluation Methods; Faculty College Relationship; *Faculty Evaluation; Higher Education; Institutional Autonomy; Organizational Climate; Organizational Communication; Recordkeeping; Retrenchment; Student Evaluation of Teacher Performance; Teacher Attitudes; Teacher Behavior; Teacher Dismissal; *Teacher Role
Identifiers: West Virginia

ED188516# HE012777
The Law of Higher Education 1980.
Kaplin, William A.
1980 184p.
Available from: Jossey-Bass Inc., 433 California Street, San Francisco, CA 94104 ($12.95)
Document Not Available from EDRS.
Language: English
Document Type: NON-CLASSROOM MATERIAL (055); REVIEW LITERATURE (070); BOOK (010)
Geographic Source: U.S.; California
Journal Announcement: RIENOV80

Designed to be used either independently or as a companion to "The Law of Higher Education" (1978), this book serves as a reference to current legal issues, as well as to primary and secondary materials concerning higher education law. Part One, Overview of Postsecondary Education Law, examines the evolution of law relating to postsecondary education, sources of postsecondary education law, and the public-private dichotomy. In Part Two, The College and Trustees, Administrators, and Agents, the question of authority and liability is discussed. Part Three, The College and the Faculty, focuses on employment policies, personnel decisions, academic freedom, and staff reduction. Part Four, The College and the Students, examines legal status, admissions, financial aid, grades and credits, student organizations, student housing, athletics, grievance systems, and procedures suspension, dismissal and other sanctions. Part Five, The College and the Community, discusses zoning, community activities, and community access to institutional property. Focus in the next two chapters is on government relations, including state systems, state regulatory laws, state chartering, federal regulation, federal aid, and civil rights compliance. The final section, The College and the Accrediting Agencies, examines accreditation systems and agencies. For reference ease, this book is organized using the same chapter, section, and sub-section titles and numbering as the previous book, including complete case and subject indexes. Also supplied are cross references to pertinent pages and sections within the new volume and within the original volume. (LC)

Descriptors: Accreditation (Institutions); Accrediting Agencies; Collective Bargaining; College Administration; College Faculty; College Housing; College Students; *Compliance (Legal); Court Litigation; Discipline Policy; Dismissal (Personnel); *Educational Legislation; Employment Practices; Faculty College Relationship; Federal Government; Government School Relationship; *Higher Education; Laws; *Legal Responsibility; Reduction in Force; School Community Relationship; *School Law; Social Bias; State Government; State Standards; Student College Relationship; Student Rights; Teacher Administrator Relationship; Trustees

ED197680 HE013459
Financial Exigency and Dismissal of Higher Education Faculty: Be Prepared. An Investigation Carried Out as Part of a Study of the Legal Aspects of Higher Education.
Green, Rod E.
Sep 1980 26p.
EDRS Price - MF01/PC02 Plus Postage.
Language: English
Document Type: REVIEW LITERATURE (070)
Geographic Source: U.S.; Florida
Journal Announcement: RIEJUN81

The way that college faculty and institutions are affected by financial exigency is examined through a study of case law. Selected cases demonstrate the legal principles involved when faculty are dismissed and seek relief in the courts. Cases concerning private colleges relate to tenured faculty, because nontenured faculty in private have legal standing unless their contract is breached. Financial exigency, even if the contract is silent on this possibility, appears to be a justifiable reason for dismissal of tenured faculty. Courts have ruled, according to the contract, that the financial exigency must be "bona fide" and must be the "bona fide" reason for the dismissal. The courts may require that the institution take reasonable efforts to find the dismissed faculty member another suitable position within the institution. Those who decide which faculty to dismiss must use fair and reasonable standards in making the determination. Public colleges base their relationship with faculty both on contract and constitutional provisions. Nontenured faculty must usually show that they have a property right to continued employment, that the dismissal violated their right of liberty, or that the dismissal violated other constitutionally protected rights, such as freedom of speech. For tenured faculty in public colleges, courts have ruled that financial exigency is a legitimate reason for dismissal. Affected tenured faculty must be accorded minimal due process procedures. A bibliography, including case citations, is included. (SW)

Descriptors: *College Faculty; Constitutional Law; Contracts; *Court Litigation; Due Process; Faculty College Relationship; Financial Problems; Higher Education; Legal Responsibility; Private Colleges; *Reduction in Force; *Retrenchment; State Universities; *Teacher Dismissal; *Tenure

ED148201 HE009445
Faculty Bargaining and the Politics of Retrenchment in the Pennsylvania State Colleges, 1971-1978.
Johnson, Mark U.; Mortimer, Kenneth P.
Pennsylvania State Univ., University Park. Center for the Study of Higher Education.
Sep 1977 112p.
Available from: Center for the Study of Higher Education, Pennsylvania State University, University Park, Pennsylvania 16802
EDRS Price - MF01/PC05 Plus Postage.
Language: ENGLISH
Document Type: RESEARCH REPORT (143)
Journal Announcement: RIEMAY78
The relationship between faculty bargaining and the loss of institutional autonomy is explored by examining the collective bargaining experience of the Pennsylvania State College and University system. The study is chronological, tracing the theme through three stages: (1) the governance of the state system before collective bargaining (1960-71); (2) the initial experience with faculty bargaining (1971-74); and (3) financial pressures and retrenchment (1975-76). An overview is given of the growth of state controls over higher education and faculty bargaining. Appended is the table of contents of the collective bargaining agreement between the faculty bargaining agent and the Commonwealth of Pennsylvania. (MSE)
Descriptors: •Collective Bargaining; •College Faculty; Educational History; Governance; •Government Role; Higher Education; •Institutional Autonomy; Negotiation Agreements; •Retrenchment; •State Colleges; State Government; State Universities; Statewide Planning
Identifiers: •Pennsylvania

EJ175623 EA509584
Retrenchment: Some Ideas for Understanding the Interpersonal Process
Hull, Ronald E.; Wheeler, Daniel
Planning and Changing, 8, 4, 250-6 1977
Reprint Available (See p. vii): UMI
Language: ENGLISH
Discusses dysfunctional and functional ways to approach administrative decisions as they relate to the hiring and dehiring of professors of education. (Author/IRT)
Descriptors: Administrators; College Faculty; Higher Education; •Interpersonal Relationship; Professors; •Reduction in Force; •Retrenchment; •Teacher Administrator Relationship; •Teacher Dismissal

EJ159063 HE508727
Observations on Collective Bargaining: Implications for Academic Management
Kelley, Edward P., Jr.; Rodriguez, Robert L.
Liberal Education, 43, 1, 102-17 1977
Language: ENGLISH
Faculty unionism and collective bargaining have emerged as dynamic forces on both public and private campuses throughout the country. Factors in their growth are described, along with their influence on the campus itself, trustees, students and alumni, governance, the presidency and deans, and grievance and arbitration, retrenchment, and faculty salaries. (LBH)
Descriptors: •Collective Bargaining; •College Faculty; Deans; •Educational Administration; •Governance; Grievance Procedures; Higher Education; Presidents; •Retrenchment; Trustees; •Unions

EJ186971 HE510357
Collective Bargaining: Issues and Complexities of the Campus Environment
Sommers, Alexis N.
Journal of the College and University Personnel Association, 29, 2, 16-24 1978
Reprint Available (See p. vii): UMI
Language: English
Some of the management problems resulting from college and university faculty unionization are discussed, including tenure, compensation, productivity, and institutional governance. Difficulties experienced in some New England institutions are mentioned, especially regarding economic survival.
Descriptors: •Collective Bargaining; •College Faculty; Compensation (Remuneration); Governance; Higher Education; •Organizational Climate; •Power Structure; Productivity; Retrenchment; •Teacher Administrator Relationship; Tenure; •Unions

ED152138 HE009676
Collective Bargaining and the Future of Higher Education. Proceedings of the Fifth Annual Conference.
Levenstein, Aaron, Ed.; Lang, Theodore H.
City Univ. of New York, N.Y. Bernard Baruch Coll. National Center for the Study of Collective Bargaining in Higher Education.
Apr 1977 103p.
Available from: National Center for the Study of Collective Bargaining in Higher Education, Bernard Baruch College, City University of New York, N.Y. ($8.00)
EDRS Price - MF01 Plus Postage. PC Not Available from EDRS.
Language: ENGLISH
Document Type: CONFERENCE PAPER (150)
Journal Announcement: RIEAUG78
Papers presented at the fifth annual Conference of the National Center for the Study of Collective Bargaining in Higher Education are provided. The union's and management's views of the impact of fiscal crisis on collective bargaining are given in the first two papers by Robert W. Miner and Caesar Naples. The next two presentations by Robert Nielsen and Donald H. Wollett deal with the role of the faculty union in governance and the possible conflicts created. The remaining papers and authors deal with: (1) peer judgment and due process (Irwin H. Polishook and Thomas A. Shipka); (2) union and administrative roles in building support for higher education (Fred E. Crossland and Edward B. Fiske); (3) the pre-collective bargaining organization period (Robert E. Doherty); (4) compensation and academic bargaining (Robert Birnbaum, William W. Brown, and Courtenay C. Stone); and (5) recent legislative, administrative, and judicial developments (June M. Weisberger). Membership of the National Center's Faculty Advisory Committee and a list of publications from the Center are also provided. (SPG)
Descriptors: *Arbitration; *Collective Bargaining; *College Faculty; Compensation (Remuneration); *Conference Reports; Court Litigation; Due Process; Educational Administration; Educational Finance; Employer Employee Relationship; Faculty Organizations; Governance; *Higher Education; Legislation; Peer Evaluation; Retrenchment; Teacher Administrator Relationship; *Unions

EJ166254 HE509202
Academic Freedom and Tenure: The State University of New York
AAUP Bulletin, 63 3, 237-60 1977
Reprint Available (See p. vii): UMI
Language: ENGLISH
AAUP's Committee A on Academic Freedom and Tenure reports on the investigation of SUNY in this article. Grievances at various locations are reviewed, including the major one of retrenchment at SUNY Central. SUNY officials reply. (LBH)
Descriptors: *Academic Freedom; Arbitration; College Faculty; *Grievance Procedures; Higher Education; Job Layoff; Multicampus Colleges; *Retrenchment; *State Universities; *Teacher Dismissal; *Tenure
Identifiers: *State University of New York

ED179133 HE011916
University of California Faculty Time-Use Study. Report for the 1977-1978 Academic Year.
Institute for Research in Social Behavior, Berkeley, Calif.
Sep 1978 98p.
Available from: Institute for Research in Social Behavior, Claremont Office Park, Berkeley, CA 94705
EDRS Price - MF01/PC04 Plus Postage.
Language: English
Document Type: PROJECT DESCRIPTION (141)
Geographic Source: U.S.; California
Journal Announcement: RIEAPR80
A survey of University of California faculty time-use was undertaken as a replacement for less accurate methods of estimating faculty time-use. After sections introducing the study and presenting highlights from the report, focus is on the methodology. Particulars such as the sampling procedures and measures used to evaluate data quality are discussed. Calculation methods are explained, and the activities of both full-time and part-time faculty are reported. Among major findings of the study were that full-time faculty members averaged over 62 hours a week on university-related activities of all types including: 27.1 hours on instructional activities, 22.9 hours on research/creative activities, 7.5 hours in university service, and 4.9 hours in professional activities/public service. Appendices detail the estimating procedure and the frequency distributions of responses on key variables, and provide notes on the methodology and illustrative field materials used in data collection. (PHR)
Descriptors: •College Faculty; Educational Research; Evaluation Methods; •Faculty Workload; Full Time Faculty; Higher Education; •Labor Utilization; Noninstructional Responsibility; •Time; •Use Studies
Identifiers: •Time Management; •University of California

EJ164537 HE508994
A Comparison of Effects of Personnel and Enrollment Policies on the Size and Composition of a University's Faculty
Hoenack, Stephen A.; Weiler, William C.
Journal of Higher Education, 48, 4, 432-52 1977
Reprint Available (See p. vii): UMI
Language: ENGLISH
The use of a faculty flow model is expanded to include simulation of the indirect effects on a university's faculty of institutional policies that directly affect enrollments. Based on data from the University of Minnesota, the results have implications for faculty size and personnel policy. (Editor/LBH)
Descriptors: Budgeting; •College Administration; •College Faculty; Declining Enrollment; •Enrollment Influences; Higher Education; •Personnel Policy; Retrenchment; •School Size; •Teacher Supply and Demand
Identifiers: Faculty Flow Model; •University of Minnesota

EJ214636 HE512263
Approaching Faculty Productivity as a Mechanism for Retrenchment.
Brown, Stephanie L.
New Directions for Institutional Research, (No. 24, Planning Rational Retrenchment) v6 n4 p45-54 1979
Reprint: UMI
Language: ENGLISH
Document Type: JOURNAL ARTICLE (080); PROJECT DESCRIPTION (141)
Effective use of available human resources for improving an institution's viability in a retrenchment economy is advocated, with reference to small developing institutions. The use of temporary and part-time faculty is discussed as well as faculty release time and the effects of class size. (Author/SF)
Descriptors: Class Size; •College Faculty; Cost Effectiveness; Developing Institutions; Educational Economics; •Faculty Workload; Higher Education; Part Time Faculty; •Productivity; Released Time; Resource Allocation; •Retrenchment; •Staff Utilization

EJ172032 HE509463
Tenure Ratios Under Conditions of Positive or Negative Faculty Growth
Katz, David A.
AAUP Bulletin, 63, 4, 301-3 1977
Reprint Available (See p. vii): UMI
Language: ENGLISH
A computer program written in BASIC solves earlier problems with a mathematical model used to project the tenure ratio in a time of zero growth in faculty size. It allows the user to input values for the policy variables on a terminal and output the time path of the tenure ratio. (Author/LBH)
Descriptors: •College Faculty; Faculty Promotion; Higher Education; •Mathematical Models; Methods; Organization Size (Groups); •Ratios (Mathematics); •Retrenchment; •Tenure
Identifiers: BASIC (Computer Language)

ED189944 HE012867
Faculty Vitality Given Retrenchment: A Policy Analysis. AIR Forum 1980 Paper.
Bruss, Edward A.; Kutina, Kenneth L.
Apr 1980 23p.; Paper presented at the Annual Forum of the Association for Institutional Research (20th, Atlanta, GA, April 27-May 1, 1980).
EDRS Price - MF01/PC01 Plus Postage.
Language: English
Document Type: POSITION PAPER (120); CONFERENCE PAPER (150)
Geographic Source: U.S.; Ohio
Journal Announcement: RIEDEC80
The impact of alternative institutional policies on faculty mix, salary expense, and turnover is assessed. Guidelines are offered to aid health science school administrators to maintain faculty vitality through a period of retrenchment and new federal retirement law. A "typical" hypothetical school of medicine is simulated using a computerized model, and alternative policy provisions are assessed through a series of simulation runs. The Tenure and Promotion Policy Simulator model is a Monte Carlo simulation that can incorporate a variety of faculty appointment arrangements that exist in medical schools and can include different hiring, promotion, tenure granting, and resignation probabilities characteristic of the clinical (physician) faculty versus the basic science faculty. The ability of individual faculty policies to achieve an annual expense rate reduction of one percent per year over a ten-year period is assessed. The following areas are analyzed: retirement, promotion and tenure, contract systems, hiring distribution (age, rank, appointment type), and faculty replacement. (SW)
Descriptors: Academic Rank (Professional); College Administration; College Faculty; College Planning; Computer Oriented Programs; Educational Finance; Efficiency; Employment Practices; *Faculty Promotion; Higher Education; *Medical School Faculty; Medical Schools; Models; *Personnel Policy; Policy Formation; Retrenchment; *Simulation; Teacher Characteristics; *Teacher Retirement; *Tenure
Identifiers: *AIR Forum 1980

EJ239020 HE513758
When Financial Exigency Justifies Dismissal.
Weeks, Kent M.
AGB Reports, v22 n6 p35-40 Nov-Dec 1980
Reprint: UMI
Language: English
Document Type: JOURNAL ARTICLE (080); POSITION PAPER (120)
The issue of termination of tenured appointments because of a demonstrably bona fide financial exigency is discussed. A viable framework has been set forth with the Krotkoff v Goucher College decision. Saving capital assets, overriding tenure, AAUP's view of termination, tenured versus nontenured, and lasting implications are outlined. (MLW)
Descriptors: *College Faculty; *Court Litigation; *Dismissal (Personnel); *Faculty College Relationship; Financial Problems; Higher Education; Legal Responsibility; *Retrenchment; *Tenure
Identifiers: American Association of University Professors; Krotkoff v Goucher College

EJ232401 HE513297
The MSU Scenario: A Basis for Discussion.
Otzenberger, Stephen J.; Kaelke, Michael E.
Journal of the College and University Personnel Association, v31 n1 p1-6 Spr 1980
Language: English
Document Type: JOURNAL ARTICLE (080); EVALUATIVE REPORT (142)
Proection of faculty employment and student enrollment at Montana State through the 1980s provides a basis for studying faculty attrition during declining enrollment. Projections indicate an average of 12 faculty members per year will have to be terminated and some tenured faculty laid off. (Author/LC)
Descriptors: *College Faculty; Comparative Analysis; *Declining Enrollment; *Dismissal (Personnel); *Employment Opportunities; Higher Education; *Job Layoff; Reduction in Force; State Universities; *Teacher Welfare; Tenure
Identifiers: *Montana State University

EJ232404 HE513300
Faculty Retrenchment in the 1980's: A Question of How Many? And How Managed?
Johnstone, William A.
Journal of the College and University Personnel Association, v31 n1 p22-30 Spr 1980
Language: English
Document Type: JOURNAL ARTICLE (080); LEGAL MATERIAL (090); POSITION PAPER (120)
Alternatives to faculty retrenchment requiring neither large amounts of added revenue nor plans to increase enrollment are examined. Suggestions include sabbatical leaves, use of part-time faculty, early retirement, and tenure modifications. An excerpt from a faculty contract is provided. (LC)
Descriptors: *College Faculty; Contracts; *Declining Enrollment; Educational Assessment; *Faculty Mobility; Higher Education; Institutional Administration; Long Range Planning; *Reduction in Force; Retirement; *Retrenchment; Sabbatical Leaves
Identifiers: Early Retirement

Part 7: Guidelines for the Establishment of An Appropriate Planning Process

ED163853 HE010671
Developing a Procedure for Reduction in Force at Piedmont Technical College.
Morgan, John A., Jr.
18 Oct 1978 84p.; Practicum presented to Nova University in partial fulfillment of the requirement for the doctor of education degree
EDRS Price - MF01/PC04 Plus Postage.
Language: English
Document Type: DISSERTATION (040)
Geographic Source: U.S.; South Carolina
Journal Announcement: RIEMAY79
Throughout South Carolina, the Technical Education System had experienced a leveling of the growth that had characterized its early years, and a sharp decline in state financial support over the last three years. At Piedmont Technical College, where enrollments had remained relatively stable, the substantially reduced state of financial allocations had forced the college to reduce expenditures across a wide range of college activities. Typically across the board reductions were made in most budget categories to balance planned revenue with forecasted expenditures. The prospects of continued austere funding by the state as well as a potential drop in enrollment required the college to look to other alternatives to achieve essential economies. While the administration had viewed staff reductions with reluctance, the statewide enrollment decline pattern and reduced appropriation prompted the president of Piedmont Technical College to request the development of a reduction in force procedure. The purpose of this research was to develop this policy. This study focused on the review, analysis and evaluation of literature concerning retrenchment and reduction in force. Additionally an analysis was made of those aspects of governance at Piedmont Technical College that defined the parameters within which the retrenchment policies could operate. A review was made also of state policies that concerned personnel reductions. As a result of this study a reduction in force procedure was developed and subsequently approved by the local governing board as official policy. The approved policy and related documents are appended. (Author/MSE)
Descriptors: Administrative Policy; College Administration; *College Faculty; Declining Enrollment; Governance; Higher Education; *Job Layoff; Literature Reviews; Models; *Personnel Policy; Policy Formation; Public Policy; Resource Allocation; *Retrenchment; State Aid; *Teacher Dismissal; *Technical Institutes
Identifiers: *Piedmont Technical College SC

ED097941 JC740435
Analysis of the Need for Reduction in Force of Professional Personnel.
Grays Harbor Coll., Aberdeen, Wash.
Mar 1973 42p.
EDRS Price - MF01/PC02 Plus Postage.
Language: ENGLISH
Document Type: RESEARCH REPORT (143)
Journal Announcement: RIEMAR75
Results of a self-study made of the institutional planning and management of Grays Harbor College are provided. The study utilized the Systems Evaluation Applied to Renewal and Change (SEARCH) program. An analysis of the general application of the funding formula, as used in the community college system in Washington, discusses instruction funding, libraries funding, plant maintenance and operations funding, student services funding, and Administration funding. The major staffing difficulty, relative to available funds, was in the area of teaching personnel; thus, an analysis was made of the statewide average student/faculty ratio as compared with the student/faculty ratio by instructional division of the college. The results of the SEARCH study are presented as to administrative conclusions and decisions, major criteria to be utilized, and expected effect on the curriculum (Life Science Division, Business Administration Division, English-Speech Division, Health and Physical Education Division, Social Science Division, Science and Mathematics Division, Humanities Division, Vocational Division, and Administration Division). Appendixes present: A. Financial Analysis for 1973-1974; B. chart of State General Fund--Dollars per FTE; C. Non-teaching Professional Personnel MIS-6, Community College System; D. Community College Librarians; E. Community College Counselors; F. System Ratios of Classified Employees to FTE; G. and H. copies of correspondence; I. Comparison of Over-all GHC Divisional Faculty/Student Ratios to Appropriate Clusters of State Over-all Faculty/Student Ratios, Tenure Regulations, and Academic Employee Reduction Procedure. (DB)
Descriptors: *College Administration; College Faculty; Community Colleges; Comparative Analysis; *Financial Problems; *Institutional Research; Job Layoff; Postsecondary Education; Research Reports; *Student Teacher Ratio; Systems Approach; Tables (Data); *Teacher Dismissal
Identifiers: *Grays Harbor College WA; Washington

ED192709 HE013197
Planning for Reduction in Force in Institutions of Higher Education.
Westerman, Melvin Elliott
1980 15p.; Not available in paper copy due to marginal legibility of original document.
EDRS Price - MF01 Plus Postage. PC Not Available from EDRS.
Language: English
Document Type: PROJECT DESCRIPTION (141)
Geographic Source: U.S.; Pennsylvania
Journal Announcement: RIEFEB81
A description of reduction in force (RIF) planning as undertaken by Pennsylvania State University is presented. It is suggested that because a university is a system, adjustments to personnel functions must follow systemic rationale to be successful. It is proposed that RIF planning is a personnel planning process that can be evaluated by using universal values, responsibilities, and differentiation of personnel systems. Responsibilities of the university president, budget office, and academic units for implementing RIF, values that shape personnel systems, and the needs for adjustments in personnel forces at all levels are considered. It is noted that although specific circumstances vary from one college or organization to another and from one time to another for each organization, the formulation of plans and their continued revision and updating are indispensible activities for organization executives. A large organization, such as the Pennsylvania State University, can have departments with especially trained staff to provide planning data and analyses. (SW)
Descriptors: Administrator Responsibility; *College Administration; *College Faculty; *College Planning; *Employment Practices; Higher Education; *Personnel Policy; *Reduction in Force; *Retrenchment; School Personnel; Systems Approach
Identifiers: *Pennsylvania State University

EJ232401 HE513303
Faculty Retrenchment: Problems and Possible Solutions. The Experience of the University of Wisconsin System.
Pondrum, Cyrena
Journal of the College and University Personnel Association; v31 n1 p47-55 Spr 1980
Language: English
Document Type: JOURNAL ARTICLE (080); EVALUATIVE REPORT (142)
Problems and possible solutions of faculty retrenchment are examined in the light of the University of Wisconsin's experience. Two alternatives are offered: (1) reduce the number of permanent or long-term tenure commitments or (2) lay off faculty when funds are insufficient. If layoffs are the course of action, it is suggested an attempt be made to help faculty find employment. (Author/LC)
Descriptors: *College Faculty; *Employment Projections; Faculty College Relationship; *Job Layoff; Needs Assessment; *Personnel Policy; Reduction in Force; *Retrenchment; Teacher Placement; Tenure
Identifiers: *University of Wisconsin

EJ133029 JC501149
A Sane Approach to Staff Reduction
Schultz, Raymond E.
Community College Review, 3, 3, 6-13 1976
Language: ENGLISH
The following steps and alternatives should be considered in developing a well-balanced plan for staff reduction: maintaining current enrollment figures; pinpointing areas of under- and overstaffing; reducing non-salary expenditures; encouraging voluntary reduction; terminating non-tenured faculty; formulating due process procedures; helping terminated faculty find other employment; and placing them on furlough. (Author/NHM)
Descriptors: *College Faculty; *Job Layoff; *Policy Formation; Postsecondary Education; *Teacher Dismissal; Teacher Employment; Teachers; Tenure; Two Year Colleges

EJ157176 HE508617
Managing Faculty Reductions
Alm, Kent F.; And Others
Journal of Higher Education, 48, 2, 153-63 1977
Language: ENGLISH
A process for the management of reductions in the number of faculty positions available to a university is described. It considers staffing by projections, the evolution of personnel planning, and the balance of reductions in faculty and administration, along with coping strategies and advice growing out of five years of enrollment decline experience. (Author/LBH)
Descriptors: *Administration; *College Administration; *College Faculty; Educational Demand; *Enrollment Trends; Higher Education; *Personnel Needs; *Planning; *Retrenchment; Staff Utilization

EJ189003 HE510532
On Launching into Exigency Planning
Moore, Michael A.
Journal of Higher Education, 49, 6, 820-38 1978
Reprint Available (See p. vii): UMI
Language: English
Faculty engaged in long-range planning for financial exigency, including the making of plans for faculty lay-off contingencies, must be aware of several problem areas arising from attitudes, assumptions, and intergroup relationships. Such problems and their implications are discussed, based on experiences at Bowling Green State University. (Author/LBH)
Descriptors: *College Faculty; Committees; Faculty College Relationship; *Finance Reform; *Financial Problems; Guidelines; *Higher Education; *Long Range Planning; Needs Assessment; *Planning; *Retrenchment; State Universities; Teacher Dismissal
Identifiers: Bowling Green State University OH

EJ244095 HE514109
Pennsylvania's Retrenchment Battle.
Mortimer, Kenneth P.
AGB Reports, v23 n2 p28-34 Mar-Apr 1981
Reprint: UMI
Language: English
Document Type: JOURNAL ARTICLE (080); PROJECT DESCRIPTION (141)
The retrenchment experience of Pennsylvania's state college system is described. The specter of retrenchment scared the campuses into finding new nonpersonnel cuts to make; a policy of intrasystem faculty transfer was finally adopted; and although campus presidents opposed retrenchment, by 1979-80 they were convinced of its necessity. (MLW)
Descriptors: Affirmative Action; *College Faculty; Dismissal (Personnel); Due Process; *Financial Problems; Higher Education; Legal Problems; Multicampus Colleges; *Reduction in Force; *Retrenchment; *State Universities; Teacher Transfer; *Transfer Policy; Unions
Identifiers: *Pennsylvania

EJ232406 HE513302
Legislative Action: The Possibility of Instant Retrenchment.
Jedamus, Paul
Journal of the College and University Personnel Association, v31 n1 p38-46 Spr 1980
Language: English
Document Type: JOURNAL ARTICLE (080); PROJECT DESCRIPTION (141)
Planning models developed at the University of Colorado, Boulder and resulting strategies for coping with legislated retrenchment are presented. Several areas for course of action are examined: contingency planning, planning for flexibility and enhancing real productivity. (LC)
Descriptors: *College Faculty; Compliance (Legal); *Educational Legislation; *Government School Relationship; Personnel Policy; Productivity; Reduction in Force; *Retrenchment
Identifiers: *University of Colorado

EJ189247 JC501684
The Dilemma of Reduced Resources: Action or Reaction
Wattenbarger, James L.
New Directions for Community Colleges, 6, 2, 61-6 1978
Reprint Available (See p. vii): UMI
Language: English
In the face of reduced resources, recommends a well-considered, productive approach to decision-making, rather than a reactive approach, in areas of increasing faculty productivity, reducing full-time faculty, assessing community needs, developing new resources, and evaluating management. (MB)
Descriptors: College Administration; College Faculty; Community Colleges; Cost Effectiveness; *Decision Making; *Management by Objectives; *Planning; Productivity; *Retrenchment; *Two Year Colleges

ED103071 95 JC750217
Colleges Responses to Community Demands; The Community College in Challenging Times.
Cohen, Arthur M.; And Others
California Univ., Los Angeles. ERIC Clearinghouse for Junior Coll. Information.
1975 190p.; For a related document, see ED 055 580
Sponsoring Agency: National Inst. of Education (DHEW), Washington, D.C.
Available from: Jossey-Bass, Incorporated, Publishers, 615 Montgomery Street, San Francisco, California 94111 ($8.95)
Document Not Available from EDRS.
Language: ENGLISH
Document Type: BOOK (010)
Journal Announcement: RIEJUL75
This work, designed as a sequel to "A Constant Variable" (Cohen and Associates, 1971), is intended for the same audience--administrators, trustees, counselors, and instructors in community colleges, university professors of higher education, and graduate students preparing for work in community colleges. The book describes the external and internal pressures operating on community colleges. The external pressures are societal forces such as state-level commission and coordinating councils that mandate institutional roles, financial structures, and curriculum and instructional patterns. The internal pressures are the preexisting institutional forms and the personal predelictions of the staff and students. Attention is focused on the intersection of these pressures, the points where external forces meet internal counterpressures. The book is arranged in three parts: (1) Social Forces Intrude (State Influence Grows; Collective Bargaining Impinges on Management; Free Tuition Faces Its Doom; Affirmative Action Arises); (2) Institutions Respond (Reduction in Force and the Seniority System; Expanding the Market; Community Development: Impossible Dream?; Experimental College Venture); and (3) Faculty Persevere (Understanding the Faculty; Increasing Job Satisfaction; Relating Tenure, Evaluation, Faculty Development; The Open Door: How Much Is Enough?). (Author/DC)
Descriptors: *Affirmative Action; Collective Bargaining; *College Faculty; *College Role; Community Development; Experimental Colleges; Faculty Evaluation; Job Satisfaction; Reduction in Force; *Social Attitudes; *Social Responsibility; State Government; State Legislation; Tenure; Tuition; *Two Year Colleges; Two Year College Students

J172173 HE509629
Planning for a Community College System
McCabe, Robert H.
Planning for Higher Education, 6, 3 1977
Language: ENGLISH
Miami-Dade Community College has developed a planning system that provides the tools necessary for an effective decentralized system with the capability of dealing with the changing roles of faculty and the increasing need for individualization and adjustments in the learning program. Two key components are described. (LBH)
Descriptors: *Accounting; College Faculty; *College Planning; *Community Colleges; *Decentralization; Federal Regulation; Higher Education; *Models; Multicampus Colleges; Retrenchment; *Scheduling; Staff Utilization
Identifiers: *Miami Dade Community College FL

EJ244229 HE514271
Retrenchment at Two-Year Colleges and Institutes.
Journal of the College and University Personnel Association, v31 n3-4 p190-203 Fall-Win 1980
Reprint: UMI
Language: English
Document Type: JOURNAL ARTICLE (080); RESEARCH REPORT (143)
Data on current retrenchment policies and practices of two-year colleges and institutes are reported and analyzed, including information on the existence of a retrenchment policy, retrenchment between 1974-75 and 1977-78, the retrenchment process, and the impact of retrenchment on affirmative action and employment rights and benefits. (MLW)
Descriptors: Affirmative Action; *College Faculty; *Employment Practices; Fringe Benefits; Higher Education; *Personnel Policy; *Retrenchment; Surveys; *Technical Institutes; Tenure; *Two Year Colleges

EJ232408 HE513304
Future Faculty Employment Problems: A Community College Perspective.
Bryan, James E., Jr.
Journal of the College and University Personnel Association, v31 n1 p56-60 Spr 1980
Language: English
Document Type: JOURNAL ARTICLE (080); POSITION PAPER (120)
Strict adherence to institutional missions and close and open communication with public sources of support are offered to the community college as a defense against retrenchment. It is suggested that the community college should serve the needs of all adults to offset the declining 18-year-old population. (Author/LC)
Descriptors: Adult Students; *College Faculty; *College Role; *Community Colleges; Educational Trends; *Employment Problems; Marketing; *Retrenchment

EJ208312 HE511701
Community Colleges: Time to Call a Halt?
Richardson, Richard C., Jr.
AGB Reports, v21 n4 p4-8 Jul-Aug 1979
Reprint: UMI
Language: ENGLISH
Document Type: JOURNAL ARTICLE (080); POSITION PAPER (120)
Community college trustees face critical decisions on policy issues. Instead of the growth-oriented marketing approach, the alternative of planned decline under board management is suggested. Alternatives, response to decline, role of faculty in policy determination, and new resource allocations are discussed. (MLW)
Descriptors: Adult Education; Career Education; *College Faculty; *Community Colleges; Decision Making; *Declining Enrollment; Educational Policy; Governing Boards; Higher Education; Part Time Faculty; *Resource Allocation; *Retrenchment; *Trustees

ED194023 HE013244
Enhancement or Elimination--Which for Black Institutions of Higher Education in the Eighties?
Durham, Joseph T.
Maryland State Board for Higher Education, Annapolis.
1980 20p.
EDRS Price - MF01/PC01 Plus Postage.
Language: English
Document Type: POSITION PAPER (120); HISTORICAL MATERIAL (060)
Geographic Source: U.S.; Maryland
Journal Announcement: RIEMAR81
Government: State
Throughout their history, most black institutions of higher education have struggled against debilitating circumstances: antagonistic communities and legislatures, poverty, poorly prepared students, competition from white colleges, and program duplication with white institutions. In the period of serious desegregation at the elementary and secondary levels, a different approach has been needed for higher education. Two broad alternatives have evolved: elimination of marginally successful black colleges, or enhancement of their programs and desegregation efforts. A variety of approaches have been taken to the concept of enhancement. Some, such as funding for more efficient management, emphasizing the institution's unique role, and changing the school's name, have a negative aspect. Others are more positive: deliberate placement of attractive programs in black institutions, improvement of student quality at entry, employment of able faculty to attract good students and funding to support their efforts. Simple infusion of extra money to black colleges may be necessary for states to disregard formula or budget guidelines and provide some "catch-up" funds to correct years of under-funding. It may also be necessary to provide the administrator with discretionary powers to adjust procedures and policies to clearly benefit the institution and its students. In sum, it is essential not to eliminate black colleges, which have fulfilled their purposes well in general, despite difficult obstacles. (MSE)
Descriptors: Administrative Policy; Admission Criteria; *Black Colleges; *College Desegregation; College Faculty; College Students; Educational History; *Educational Quality; *Government School Relationship; Higher Education; *Program Development; Public Opinion; Retrenchment; *State Aid; State Boards of Education; Statewide Planning
Identifiers: Institutional Advancement

EJ244226 HE514268
Retrenchment at Doctorate-Granting Institutions.
Journal of the College and University Personnel Association, v31 n3-4 p148-61 Fall-Win 1980
Reprint: UMI
Language: English
Document Type: JOURNAL ARTICLE (080); RESEARCH REPORT (143)
Data on current retrenchment policies and practices of doctorate-granting institutions are reported and analyzed, including information on the existence of a retrenchment policy, retrenchment between 1974-75 and 1977-78, the retrenchment process, and the impact of retrenchment on affirmative action and employment rights and benefits. (MLW)
Descriptors: Administrative Policy; Affirmative Action; *College Faculty; Doctoral Programs; *Employment Practices; Fringe Benefits; Higher Education; *Personnel Policy; *Retrenchment; Surveys; Tenure; *Universities

ED148205 HE009462
The Very Small College. A Report to the Ford Foundation.
Kershaw, Joseph A.
Ford Foundation, New York, N.Y.
Jan 1976 26p.
Available from: Ford Foundation, Office of Reports, 320 East 43rd Street, New York, New York 10017
EDRS Price - MF01/PC02 Plus Postage.
Language: ENGLISH
Document Type: RESEARCH REPORT (143)
Journal Announcement: RIEMAY78
The problems and promises of very small colleges, those with fewer than 750 students, are examined systematically in this pilot study. Such colleges represent an estimated four or five percent of the nation's undergraduate enrollment. This report is based on preliminary studies of three small colleges. Focus is on what this kind of institution has to offer; economic issues; dynamics of the mid-1970's; common factors (e.g., budget deficits, sources of income, enrollment decline, curriculum offerings, faculty workload and quality, student characteristics); and the issue of viability. It is concluded that these institutions are in much the same difficulty that afflicts much of unendowed private higher education, and that there is nothing inherent in the smallness of an institution that accounts for financial troubles. (LBH)
Descriptors: College Faculty; Curriculum Design; Educational Demand; Enrollment Trends; Financial Needs; *Financial Problems; Higher Education; *Private Colleges; *Retrenchment; *School Size; *Small Colleges; Student Characteristics; Teacher Characteristics; *Undergraduate Study
Identifiers: *Institutional Characteristics

EJ244228 HE514270
Retrenchment at Liberal Arts Colleges.
Journal of the College and University Personnel Association, v31 n3-4 p176-89 Fall-Win 1980
Reprint: UMI
Language: English
Document Type: JOURNAL ARTICLE (080); RESEARCH REPORT (143)
Data on current retrenchment policies and practices of liberal arts colleges are reported and analyzed, including information on the existence of a retrenchment policy, retrenchment between 1974-75 and 1977-78, the retrenchment process, and the impact of retrenchment on affirmative action and employment rights and benefits. (MLW)
Descriptors: Affirmative Action; *College Faculty; *Colleges; *Employment Practices; Fringe Benefits; Higher Education; *Liberal Arts; *Personnel Policy; *Retrenchment; Surveys; Tenure

EJ244227 HE514269
Retrenchment at Comprehensive Universities and Colleges.
Journal of the College and University Personnel Association, v31 n3-4 p162-75 Fall-Win 1980
Reprint: UMI
Language: English
Document Type: JOURNAL ARTICLE (080); RESEARCH REPORT (143)
Data on current retrenchment policies and practices of comprehensive universities and colleges are reported and analyzed, including information on the existence of a retrenchment policy, retrenchment between 1974-75 and 1977-78, the retrenchment process, and the impact of retrenchment on affirmative action and employment rights and benefits. (MLW)
Descriptors: Affirmative Action; *College Faculty; *Colleges; *Employment Practices; Fringe Benefits; Higher Education;

ED154741 HE010062
Agreement Between Fairleigh Dickinson University and Fairleigh Dickenson University Council of American Association of University Professors Chapter, September 1, 1977-August 31, 1979.
1977 136p.
Available from: Fairleigh Dickinson University, Rutherford, N.J.
EDRS Price - MF01/PC06 Plus Postage.
Language: ENGLISH
Document Type: DIRECTORY (132)
Journal Announcement: RIEOCT78
The negotiation agreement covers nondiscrimination, salary, fringe benefits, leave of absence, faculty workload, working conditions, calendars and schedules, department governance, college and campus governance, the university senate, grievance and arbitration procedures, research and travel, financial exigency, employment security, association privileges, merger, acquisitions, expansion, general rights and responsibilities, and strikes and lockouts. (MSE)
Descriptors: *Collective Bargaining; *College Faculty; College Governing Councils; Departments; Fringe Benefits; *Governance; Grievance Procedures; Leaves of Absence; Mergers; Negotiation Agreements; Research Opportunities; *Retrenchment; School Schedules; *Teacher Responsibility; Teacher Salaries; Teacher Strikes; *Teacher Welfare; Tenure; Travel

ED154740 HE010061
Agreement Between Board of Control, Northern Michigan University, and American Association of University Professors, Northern Michigan University Chapter. July 1, 1977-June 30, 1980.
Northern Michigan Univ., Marquette.
1977 76p.; Not available in hard copy due to marginal legibility of original
Available from: Northern Michigan University, Marquette, Michigan 49855
EDRS Price - MF01 Plus Postage. PC Not Available from EDRS.
Language: ENGLISH
Document Type: DIRECTORY (132)
Journal Announcement: RIEOCT78
The document covers nondiscrimination, separability, negotiations, use of facilities and services, agency shop, dues, faculty orientation week, strikes and lockouts, management rights, faculty participation in academic affairs, grievance procedures, faculty personnel policies, professional responsibilities, budget reduction, reduction in force and recall, leaves of absence, salary and fringe benefits, discipline and dismissal, and the duration of the agreement. A faculty evaluation form is included. (MSE)
Descriptors: *Collective Bargaining; *College Faculty; *Faculty Workload; Fringe Benefits; Grievance Procedures; Leaves of Absence; Negotiation Agreements; *Personnel Policy; *Reduction in Force; Retrenchment; Teacher Administrator Relationship; Teacher Discipline; Teacher Dismissal; Teacher Orientation; Teacher Responsibility; Teacher Salaries; Teacher Strikes; Teacher Welfare

ED154721 HE010020
Agreement 1978-1979 Between Rider College and the Rider College Chapter of the American Association of University Professors.
Rider Coll., Trenton, N.J.
1978 64p.
EDRS Price - MF01/PC03 Plus Postage.
Language: ENGLISH
Document Type: DIRECTORY (132)
Journal Announcement: RIEOCT78
This agreement recognizes the American Association of University Professors as the collective bargaining unit for the part- and full-time faculty and some members of the college library and athletic staffs. Covered in the agreement are such matters as non-discrimination, affirmative action, academic freedom, association privileges, promotion, tenure, appointments, dismissal and suspension, department chairmen, governance, personnel files, professional staff, evaluation, past practices, management rights, agency rights, grievance procedures, strikes and lockouts, general work conditions, open classrooms, workloads, outside employment, patent policy, sick leave, professional leave without pay, compensation and fringe benefits, retirement age, separability, length of the contract and future negotiations, and enforceability. (MSE)
Descriptors: Academic Freedom; Affirmative Action; *Athletic Coaches; *Collective Bargaining; *College Faculty; College Libraries; Contracts; Faculty Evaluation; Faculty Promotion; Faculty Workload; Fringe Benefits; Grievance Procedures; Job Layoff; Leaves of Absence; *Librarians; *Negotiation Agreements; Part Time Faculty; *Personnel Policy; Retirement; Sabbatical Leaves; Salaries; Teacher Dismissal; Teacher Strikes; Technology Transfer; Tenure; Work Environment

ED156019 HE010135
Agreement Between the University of Connecticut and the University of Connecticut Chapter of the American Association of University Professors, July 1, 1977 - June 30, 1979.
Connecticut Univ., Storrs.
1977 15p.
Available from: University of Connecticut, Storrs, Connecticut
EDRS Price - MF01/PC01 Plus Postage.
Language: ENGLISH
Document Type: DIRECTORY (132)
Journal Announcement: RIENOV78
The collective bargaining agreement between the University of Connecticut and the University of Connecticut Chapter of the American Association of University Professors (AAUP) is presented. Items covered in the agreement include: recognition of the chapter; academic freedom; governance; nondiscrimination; affirmative action plans and procedures; board of trustees' prerogatives; maintenance of university procedures governing appointment, reappointment, non-reappointment, tenure, promotion, dismissal, termination, suspension, award of leaves of absence, grievances and the determination of workloads; grievance procedures; personnel files; faculty not in a tenure tract; and reduction of staff for discontinuance of program and financial exigency. Also covered are: selection and review of department heads; salary scales; and salary and benefits. (SPG)
Descriptors: Academic Freedom; Affirmative Action; *Arbitration; *Collective Bargaining; *College Faculty; Fringe Benefits; Governance; Grievance Procedures; Higher Education; *Negotiation Agreements; Retrenchment; Teacher Salaries; Tenure
Identifiers: American Association of University Professors; *University of Connecticut

ED156000 HE010100
Agreement Between Eastern Michigan University and the Eastern Michigan University Chapter of the American Association of University Professors.
Eastern Michigan Univ., Ypsilanti.
Sep 1976 67p.
Available from: Eastern Michigan University, Ypsilanti, Michigan 48197
EDRS Price - MF01/PC03 Plus Postage.
Language: ENGLISH
Document Type: DIRECTORY (132)
Journal Announcement: RIENOV78
The agreement reached between Eastern Michigan University and the Eastern Michigan University Chapter of the American Association of University Professors (AAUP) is presented. Items covered in the agreement include: recognition of agent; grievance procedures; layoff and recall; professional responsibilities of faculty; compensation including salaries and fringe benefits; faculty personnel files; appointments, termination, evaluation, promotion, and tenure; faculty committees; and leaves. Also covered are sabbatical leaves and research fellowships, special conferences, right to manage, and strikes and lockouts. The appendices contain tables showing one-time equity adjustment and (salary) level of coverage after one year of service, and letters of agreement. (SPG)
Descriptors: Arbitration; *Collective Bargaining; *College Faculty; Compensation (Remuneration); *Contracts; Faculty Promotion; Fellowships; Fringe Benefits; Grievance Procedures; Higher Education; Job Layoff; *Negotiation Agreements; Personnel Data; Sabbatical Leaves; Teacher Dismissal; Teacher Promotion; Teacher Salaries; Teacher Selection; Teacher Strikes; Tenure; *Unions
Identifiers: *American Association of University Professors; *Eastern Michigan University

ED154749 HE010076
Agreement Between Bloomfield College and the Bloomfield College Chapter of the American Association of University Professors, July 1, 1977 through June 30, 1978.
Bloomfield Coll., N.J.
1977 38p.
EDRS Price - MF01/PC02 Plus Postage.
Language: ENGLISH
Document Type: DIRECTORY (132)
Journal Announcement: RIEOCT78
The agreement covers contract management, chapter rights, college governance, academic freedom, faculty status, terms of appointment, reappointment and tenure, dismissal for cause, grievance procedure, arbitration, leaves of absence, salaries, fringe benefits, working conditions, workload, retrenchment, part-time faculty, faculty in the veterans' program, and extra compensation policy. (MSE)
Descriptors: *Collective Bargaining; *College Faculty; Faculty Workload; Fringe Benefits; *Governance; Grievance Procedures; Leaves of Absence; Negotiation Agreements; Part Time Faculty; Personnel Policy; *Private Colleges; Retrenchment; *Teacher Dismissal; *Teacher Responsibility; Teacher Salaries; Veterans Education; Work Environment

ED154717 HE010013

Agreement Between Rhode Island Board of Regents and University of Rhode Island Chapter American Association of University Professors, 1977-1979.

Rhode Island Univ., Kingston.
1977 43p.
EDRS Price - MF01/PC02 Plus Postage.
Language: ENGLISH
Document Type: DIRECTORY (132)
Journal Announcement: RIEOCT78

The agreement reached between the Rhode Island Board of Regents and the University of Rhode Island Chapter of the American Association of Univeristy Professors (AAUP) is presented. Items covered in the agreement include: recognition of AAUP; non-discrimination; academic freedom; selection of deans, department chairmen, and faculty members; workload; salaries; fringe benefits; annual review; and promotion process. Also covered are tenure, leaves, outside consultation, and grievance procedure. Appendices contain items on salaries (1977-78 and 1978-79), exceptional salary increases, chairman's supplement, student evaluation of teaching, and retrenchment study committee. (SPG)

Descriptors: Academic Freedom; Affirmative Action; *Arbitration; *Collective Bargaining; *College Faculty; Consultants; *Contracts; Deans; Department Heads; Faculty Workload; Fringe Benefits; Grievance Procedures; Higher Education; *Negotiation Agreements; Retrenchment; Student Evaluation of Teacher Performance; Teacher Promotion; Teacher Salaries; Teacher Selection; Tenure; *Unions

Identifiers: American Association of University Professors; *University of Rhode Island

ED154701 HE009977

Agreement Between Wayne State University and The Wayne State University Chapter of the American Association of University Professors, July 1, 1978 to June 30, 1978.

Wayne State Univ., Detroit, Mich.
Jul 1978 77p.
EDRS Price - MF01/PC04 Plus Postage.
Language: ENGLISH
Document Type: MISCELLANEOUS (999)
Journal Announcement: RIEOCT78

The collective bargaining agreement between Wayne State University and the Wayne State University Chapter of the American Association of University Professors (AAUP) is presented. Items covered in the agreement include: recognition and description of the bargaining unit; personnel classification; administration rights; AAUP rights and privileges; nondiscrimination; layoff and recall procedures; compensation including salary and fringe benefits; leaves of absence; fractional-time employees; and grievance procedures. Also covered are term appointments; tenure procedures; review of professional duties; personnel files; research awards and educational development grants; department and college by-laws; tuition refund for academic staff; student evaluation of faculty teaching; university-wide committees; and budget advisory committees. (SPG)

Descriptors: Affirmative Action; *Arbitration; *Collective Bargaining; *College Faculty; Compensation (Remuneration); *Contracts; Fringe Benefits; Governance; Grievance Procedures; Higher Education; Job Layoff; Leaves of Absence; *Negotiation Agreements; Part Time Faculty; Student Evaluation of Teacher Performance; Teacher Promotion; Teacher Retirement; Teacher Salaries; Tenure; Tuition; *Unions

Identifiers: American Assocation of University Professors; *Wayne State University MI

ED154677 HE009949
A Review of Financial Developments in Higher Education, 1970/71-1974/75, and a Prognosis for 1980-1985.
Froomkin, Joseph; McCully, Clinton
Froomkin (Joseph) Inc., Washington, D.C.
Feb 1977 205p.; Not available in hard copy due to marginal reproducibility of original
Contract No.: 300-76-0026
Available from: Joseph Froomkin Inc., 1015 Eighteenth Street N.W., Washington, D.C. 20036
EDRS Price - MF01 Plus Postage. PC Not Available from EDRS.
Language: ENGLISH
Document Type: STATISTICAL MATERIAL (110)
Journal Announcement: RIEOCT78
There is no evidence of financial crisis in higher education, if by "crisis" one means the failure of institutions to balance revenues and expenditures. Most institutions were and are making ends meet, though not without some difficulty; most colleges and universities have had trouble recruiting sufficient numbers of students. As a rule, the institutions that attracted more students increased their expenditures for instruction per student at a slower rate than those that lost students. In both public and private sectors, the institutions that have been losing students most rapidly have raised their tuition most rapidly; this threatens private enrollment more than public. Most savings have been made at the expense of teaching and professional staffs, whose salaries failed to keep up with the cost of living. Under most circumstances, there is likely to be a hair-breadth balance between expenditures and revenues in both the public and private sectors in 1980. By 1985, unless private enrollment declines, non-state supported schools are likely to face deficits in their instructional account, and the public sector books are likely to balance without any unusual effort. Serious problems are anticipated for some institutions. (Author/MSE)
Descriptors: College Faculty; *Educational Demand; *Educational Economics; *Educational Finance; Enrollment Trends; *Futures (of Society); *Higher Education; Private Colleges; *Retrenchment; *State Colleges; State Universities; Teacher Salaries

EJ159106 HE508772
Academic Freedom and Tenure: City University of New York: Mass Dismissals Under Financial Exigency
AAUP Bulletin, 63, 2, 60-81 1977
Language: ENGLISH
The AAUP investigating committee reports on the mass dismissals faced by teachers at the City University of New York, which was a direct result of the fiscal disaster in New York City. A chronology of major events in the city and the university is presented along with an assessment of their impact. (LBH)
Descriptors: *Academic Freedom; *College Faculty; Due Process; Educational Economics; Financial Problems; Higher Education; Inflation (Economics); *Open Enrollment; *Retrenchment; *Teacher Dismissal; *Tenure; Urban Universities
Identifiers: American Association of University Professors; *City University of New York

ED184444 HE012469
Some Aspects of the Economics of Higher Education. Working Paper.
Deitch, Kenneth M.
Jan 1978 164p.; For related Sloan Commission documents, see ED 101 306, ED 176 679, ED 179 174, ED 180 273, HE 012 421-427, HE 012 429-432, HE 012 434-439, HE 012 442-445, HE 012 448-449, HE 012 465-474, HE 012 476-480, HE 012 482-490.
Sponsoring Agency: Sloan Commission on Government and Higher Education, Cambridge, Mass.
EDRS Price - MF01/PC07 Plus Postage.
Language: English
Document Type: HISTORICAL MATERIAL (060); REVIEW LITERATURE (070)
Geographic Source: U.S.; Massachusetts
Journal Announcement: RIEAUG80
A discussion of the economics of higher education begins with an outline of the history of higher education, and a profile of American postsecondary institutions in the recent past and the present. An analysis of the outlook for enrollments follows. Data are given on enrollment trends since 1951, according to sector (public versus private), institution type, and degree level and subject area. Demographic profiles illustrate a forecast of enrollment trends through 2,000. The geographic distributionof the traditional college-age population is outlined, and graduate and professional education populations are also discussed. Financial data on recent funding and funding trends in private and public institutions and on faculty illustrate a discussion of revenue and fiscal capacity, especially as they are affected by the federal government. It is concluded that increasingly intense competition for students will be important in higher education economics in the 1980s, and there will be continuing efforts to economize. The intellectual vitality of the faculty is seen as important to the health of higher education, though the demand for new, younger faculty members is foreseen to be very small in the near future. Appended are a list of references and suggestions for further reading. (MSE)
Descriptors: College Faculty; Declining Enrollment; Demography; *Educational Economics; *Educational Finance; Educational History; *Enrollment Trends; Fiscal Capacity; *Futures (of Society); *Higher Education; *Retrenchment; Tenure
Identifiers: *Sloan Commission Studies

EJ244225 HE514267
Retrenchment Policies and Practices: A Summary.
Howe, Richard
Journal of the College and University Personnel Association, v31 n3-4 p136-47 Fall-Win 1980
Reprint: UMI
Language: English
Document Type: JOURNAL ARTICLE (080); RESEARCH REPORT (143)
The data results and the findings on retrenchment for all of the four major Carnegie Classifications of institutions combined are summarized. Data on current retrenchment policies and practices were reported from 40 percent of the institutions participating in a College and University Personnel Association study. (MLW)
Descriptors: Administrative Policy; Affirmative Action; *College Faculty; *Employment Practices; Fringe Benefits; *Higher Education; *Personnel Policy; *Retrenchment; Surveys; Tenure